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Programme budget for the biennium 2010-2011

Second performance report on the programme budget for the biennium 2010-2011

Report of the Advisory Committee on Administrative and Budgetary Questions

1. The Advisory Committee on Administrative and Budgetary Questions has considered the Secretary-General's second performance report on the programme budget of the United Nations for the biennium 2010-2011 (A/66/578). During its consideration of the report, the Advisory Committee met with representatives of the Secretary-General, who provided additional information and clarification.

I. Second performance report on the programme budget for the biennium 2010-2011

2. The anticipated final level of expenditures and income for the biennium 2010-2011 is based on actual expenditures for the first 21 months of the biennium, projected requirements for the last 3 months, changes in inflation and exchange rates and cost-of-living adjustments as compared with the assumptions made in the first performance report (A/65/589).

3. The Advisory Committee notes that the anticipated final level of expenditures and income for the biennium represents a net increase of $40.9 million compared with the revised appropriation and estimate of income approved by the General Assembly in its resolutions 65/260 A to C. The projected expenditure for the biennium 2010-2011 is estimated at $5,416.4 million, representing an increase of $49.2 million compared with the revised appropriation of $5,367.2 million. Projected income is estimated at $601.3 million, an increase of $8.3 million over the revised income estimates of $593.0 million. Details are provided in table 1 of the second performance report.

4. The net increase of $40.9 million reflects the combined effects of: (a) projected additional requirements of $139.7 million owing to changes in exchange rates ($103.7 million), changes in inflation rates ($11.9 million) and

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commitments entered into under the provisions of General Assembly resolution 64/246 on unforeseen and extraordinary expenses for the biennium 2010-2011 and in respect of policymaking organs ($24.1 million); and (b) reduced requirements of $98.8 million owing to variations in posts costs and adjustments to other objects of expenditure based on actual anticipated requirements ($90.5 million) and an increase in income ($8.3 million). Schedules 1 and 2 of the report of the Secretary-General provide a breakdown of the projected expenditures for 2010-2011 by budget section, category of expenditure and main determining factor (rate of exchange, inflation, unforeseen and extraordinary expenses and decisions of policymaking organs, post incumbency and other changes).

Changes in exchange rates and inflation

5. Explanations concerning the requirements relating to changes in exchange rates and inflation are provided in paragraphs 6 to 15 of the performance report. Table 5 of the performance report shows the distribution of the increases and decreases in estimates owing to changes in exchange rates and inflation by duty station. Details of the budgeted and realized rates of exchange for all duty stations are contained in schedules 4 and 5 of the report of the Secretary-General. The Advisory Committee notes that, in estimating the effect of exchange rate changes experienced in 2011, the exchange rates from January to October 2011 were used, with the October rate applied to November and December. The Committee also notes that, consistent with the approved methodology, calculations at the time of the revised appropriation for 2011 applied the October 2010 rates of exchange for Addis Ababa, Nairobi and Mexico City and the average rate for the rest of the duty stations, so as to allow for the lowest estimate for each duty station.

6. As indicated in paragraph 8 of the performance report, the significant increase arising from changes in exchange rates ($103.7 million) reflects the general weakening of the United States dollar during 2011 as compared with its position in 2010 and the assumptions made at the time of the revised appropriation, resulting in additional requirements at all duty stations except Nairobi, Addis Ababa, the United Nations Military Observer Group in India and Pakistan and Port of Spain, where the exchange rates moved in a favourable direction and partially offset the additional requirements elsewhere. The additional requirements resulting from changes with respect to the Swiss franc and the euro amount to $93.3 million and $5.3 million, respectively. A similar weakening of the exchange rate of the dollar to the Chilean peso, the Thai baht and the shekel resulted in requirements of $3.6 million, $3.6 million and $3.4 million, respectively.

7. As regards the Swiss franc in particular, which accounts for most of the increase in requirements in this category, the Advisory Committee notes that, whereas a rate of 1.046 Swiss francs to the dollar was assumed in the revised appropriations, the average rate calculated for 2011, based on actual experience through October with the October rate applied to November and December, was 0.885 Swiss francs to the dollar, representing a variance of 15.4 per cent (A/66/578, para. 8). Table 6 of the performance report shows the approved rates of the Swiss franc and the euro at the revised appropriation in the past decade, from 2000-2001 to 2010-2011.

8. Information on the impact of inflation is provided in paragraphs 13 to 15 of the performance report. As indicated, adjustments owing to inflation are based on the

latest information available on consumer price indices as well as adjustments resulting from differences in actual post adjustment indices for staff in the Professional category and higher and actual cost-of-living adjustments of salary scales for staff in the General Service and related categories compared with the assumptions made in the revised appropriations. A net increase of $11.9 million is projected, reflecting the combined effects of: (a) an increase of $12.9 million for non-post items across all duty stations, owing to upward adjustments mainly in New York ($6.1 million), Addis Ababa ($4.8 million) and Vienna ($0.6 million); and (b) a net reduction of $1 million under post-related expenditures resulting mainly from a downward adjustment in Geneva ($6.7 million), offset in part by higher requirements in New York ($5.4 million) (A/66/578, para 15; tabie 8).

9. The Advisory Committee requested the Secretary-General to elaborate on the mechanisms in place to protect the contributions received from Member States against inflation (see also paras. 26 to 34 below). It was informed that Member States' contributions denominated in United States dollars are immediately invested competitively in United States money markets, where they earn a market rate of interest. Short-term money market rates are set by the Federal Reserve Banks of the United States of America on the basis of its primary mandate to manage inflation and employment. The interest earned is recorded under income section 2, General income, and returned to Member States (A/66/578, para. 78).

Unforeseen and extraordinary expenses

10. Details concerning the additional requirements relating to commitments entered into in accordance with the provisions of General Assembly resolution 64/246 are provided in paragraphs 16 to 19 and table 9 of the performance report. The additional requirements amount to $13,168,600 and comprise commitments certified by the Secretary-General as relating to the maintenance of peace and security to cover expenditures incurred under section 3, Political affairs ($12,920,100); section 5, Peacekeeping operations ($188,800); and section 23, Human rights ($59,700).

11. The Advisory Committee notes from paragraphs 20 to 36 of the performance report that an amount of $10,934,900 reflecting decisions of policymaking organs is included in the performance report in connection with the integrated headquarters facility for the United Nations Assistance Mission for Iraq, in Baghdad ($579,000); development of the web-based follow-up system by the Joint Inspection Unit ($71,300); a subvention for the Special Court for Sierra Leone ($8,525,800); and the relocation of the Economic Commission for Latin America and the Caribbean subregional headquarters in Mexico City ($1,758,800). The Secretary-General has submitted a separate report on a subvention for the Special Court for Sierra Leone (A/66/563). The Committee's observations and recommendations are provided in its related report (A/66/7/Add.19). The Committee notes that the commitment authority ($12,416,300) granted to the Secretary-General by the General Assembly in its resolution 64/243 for requirements of the enterprise resource planning system is not expected to be utilized in 2010-2011 (see A/65/589; see also A/66/381 and A/66/7/Add.1).

12. The performance report also provides information on the results of the experiment for the utilization by the Secretary-General of the limited discretion for budgetary implementation of up to $20 million authorized under General Assembly

resolution 60/283 and extended in resolutions 64/243 and 64/260 (A/66/578, paras. 37-45). The Secretary-General has submitted a separate report on the implementation of the limited discretionary authority experiment (A/66/570) to the Assembly for consideration at its sixty-sixth session, and proposes to establish the mechanism with some modification. The Committee's observations and recommendations are contained in its related report (A/66/7/Add.18).

13. The Advisory Committee notes that, under this authority, a total amount of $8,906,600 has been utilized to address: (a) the extension of appointments of the ad litem judges for the United Nations Dispute Tribunal and their support staff for the period from 1 July 2010 to 30 June 2011 to clear the existing backlog of cases from the former system of administration of justice, pursuant to General Assembly decision 64/553 ($2,038,200); (b) strengthening of the Administrative Law Section of the Office of Human Resources Management for the period from 1 July 2010 to 30 June 2011 in order to address the backlog of cases referred to it from the United Nations Administrative Tribunal ($518,900); (c) strengthening of the Office of Legal Affairs for the period from July to December 2010 as a result of the increased workload related to the new system of administration of justice ($826,600); and (d) the reconstruction and renovation of the Economic Commission for Latin America and the Caribbean in Santiago, following the February 2010 earthquake ($5,522,900). The Secretary-General indicates that the above requirements were met through the utilization of potential underexpenditures identified under section 3, Political affairs, section 5, Peacekeeping operations, section 17, Economic and social development in Africa, section 21, Economic and social development in Western Asia, and section 34, Safety and security (A/66/578, para. 39). Table 10 of the Secretary-General's report provides details of the amounts redeployed by budget section.

14. The Advisory Committee notes that no recourse to the discretionary facility is expected in 2011. The Secretary-General indicates that the requirements for the continuation of temporary arrangements relating to the system of administration of justice were absorbed within the revised appropriation for sections 1, Overall policymaking, direction and coordination; 8, Legal affairs; and 28 C, Office of Human Resources Management (A/66/578, paras. 41-42; see also A/65/373 and A/65/557).

Post incumbency and other changes

15. An underexpenditure of $90,464,000 relating to post incumbency and other changes is projected for the 2010-2011 biennium, reflecting: (a) the difference between realized vacancy rates and those assumed in the revised appropriations; (b) differences between actual average salary and common staff costs compared with the standard salary costs included in the revised appropriations; and (c) adjustments to objects of expenditure other than posts, based on actual and anticipated requirements to the end of the biennium. The net decrease of $90,464,000 reflects reduced requirements of $11.2 million for post-related objects of expenditure and $79.3 million for non-post objects of expenditure. Details are provided in paragraphs 46 to 74 of the performance report.

Adjustments to post-related charges

16. Explanations of the adjustments to post-related charges are provided in paragraphs 48 to 55 of the performance report. The net decrease of $11.2 million under posts reflects decreased requirements under common staff costs ($45.5 million), partially offset by increased requirements under salaries ($34.3 million). The budgeted rates for common staff costs (including dependency, hardship and mobility allowances, education grant and evacuation travel) were higher than the effective rates experienced across various duty stations during the first 21 months of the biennium, resulting in lower-than-expected expenditures in New York ($28.6 million), Geneva ($5.5 million), Beirut ($2.1 million) and Bangkok ($1.5 million).

17. The increased requirements for salaries reflect lower-than-budgeted vacancy rates for both Professional and General Service posts. The effective combined budgeted vacancy rates for new and continuing posts for 2010-2011 amounted to 10.3 per cent for Professional and 4.9 per cent for General Service posts, taking into account the budgeted vacancy rates of 9.6 per cent and 4.0 per cent for continuing posts and 50 per cent and 35 per cent for new posts, respectively, for Professional and General Service posts. The average actual vacancy rates realized as at 30 September 2011 for staff in the Professional category were 8.1 per cent and 6.2 per cent for 2010 and 2011, respectively. For staff in the General Service category the average vacancy rates were 4.1 per cent and 4.7 per cent for 2010 and 2011, respectively (see A/66/578, schedule 8). The Advisory Committee was provided with a table showing average vacancy rates for regular budget posts by section and year for the period from 2008 to 2011, which is attached as annex I below. Upon enquiry, the Committee was also provided with a list of regular budget posts by section which were vacant as at 31 October 2011, as well as a list of the posts that had been vacant for over 12 months, which are provided in annexes II and III to the present report.

18. From the additional information provided (see annex I to the present report), the Advisory Committee notes that the cumulative average vacancy rate under the 34 sections of the programme budget was 6.1 and 4.6 per cent for Professional and General Service staff, respectively, as at 31 October 2011. The average vacancy rates as at the same date show some improvement in most budget sections. **The Committee remains concerned, however, that some sections continue to show significantly higher vacancy rates (A/66/578, paras. 53 and 54). For example, as at 31 October 2011, the average vacancy rate for Professional staff was 19.1 per cent under section 17, Economic and social development in Africa; 14.0 per cent under section 5, Peacekeeping operations; 13.4 per cent under section 30, Internal oversight; and 12.0 per cent under section 18, Economic and social development in Asia and the Pacific. The Committee expects that all efforts are being undertaken to address this issue.**

19. From the additional information provided (see annex III below), the Advisory Committee notes that a total of 12 posts have been vacant for more than one year, including 3 for more than one year and 9 for more than two years. The 12 posts include 2 that are proposed for abolition and 4 that are proposed for conversion in the proposed programme budget for 2012-2013; 2 posts are under recruitment; 1 vacancy announcement was cancelled; the incumbent of 1 post is on assignment; and the incumbent of another post has been on special leave without pay since 2009. **The Committee reiterates the view expressed in its first report on the proposed**

programme budget for the biennium 2012-2013 that the continued need for posts that have been vacant for two years or longer should be rejustified in the context of the proposed programme budget, together with an explanation for the vacancy (A/66/7, paras. 92-93). The Committee expects the Secretary-General to continue to monitor the status of posts that remain vacant over extended periods of time and to take prompt action either to fill those posts or to propose their abolition.

Travel-related charges

20. The Advisory Committee notes that the projected requirements for travel of staff amount to $87,244,000, reflecting an increase of $5,476,600 over the revised appropriation of $80,292,100 (see A/66/578, schedule 2). As indicated in paragraph 63 of the performance report, additional requirements would arise under section 2, General Assembly and Economic and Social Council affairs and conference management ($0.3 million); section 9, Economic and social affairs ($1.1 million); section 23, Human rights ($1.7 million); section 27, Public information ($0.3 million); section 29, Office of Information and Communications Technology ($0.3 million); and section 34, Safety and security ($1.8 million). The increase is also due to increases in the daily subsistence allowance rates for official travel. Table 11 of the Secretary-General's report provides a comparison, by duty station, of the daily subsistence allowance rate for the first month of the biennium, January 2010, and the latest month, November 2011, as determined by the International Civil Service Commission.

21. **The Advisory Committee remains concerned by the cost overruns under this category of expenditure and remains convinced that considerable opportunities exist for reducing travel-related costs.** In its first report on the proposed programme budget for 2010-2011, the Committee commented on the need for continued efforts to further reduce travel and implement cost-saving measures (A/66/7, paras. 104-105). The Committee reiterated its expectation that efforts would continue to reduce travel through the utilization of videoconferencing and other electronic means wherever feasible, as well as the use of staff assigned at duty stations in order to minimize travel of staff accompanying senior officers. The Committee also noted the actions taken or proposed during the biennium to address the factors driving travel requirements and costs, including, for example, the requirement that economy class be used for all travel undertaken with regular budget training funds irrespective of the duration of the travel and the requirement for advance planning of trips to benefit from advantageous rates. In this connection, the Committee was informed that the Secretary-General was in the process of revising the relevant administrative instruction pertaining to travel. **The Committee expects the Secretary-General to put into place more stringent measures to contain travel and reduce travel-related expenditures. It recommends that the Secretary-General be requested to comprehensively report on the savings realized in the context of his first performance report on the programme budget for the biennium 2012-2013.**

Unliquidated obligations

22. In paragraph 75 of the performance report, the Secretary-General indicates that unliquidated obligations as at the end of October 2011 amounted to $299.6 million. With three months remaining until the end of the biennium, the amount reported is

subject to change. The Advisory Committee points out that the final level of unliquidated obligations will only be reported after closure of the accounts for the financial period and the audit of the financial statements by the auditors (see A/64/574, para. 23). Furthermore, with the adoption of the International Public Sector Accounting Standards (IPSAS), expenditures will be recognized upon delivery of goods and services rather than on the basis of obligations, leading to new procedures for managing resources (see A/66/536, para. 22). **The Committee recommends that the Secretary-General be requested to provide, in the context of the first performance report on the proposed programme budget for the biennium 2012-2013, an analysis of historical trends of unliquidated obligations over the past three bienniums. In preparation for the transition to IPSAS, the Committee considers that the performance reports on the programme budget should provide a more meaningful analysis of the trends and final level of unliquidated obligations, as well as of the factors that prevented disbursement of obligations in the financial period during which the corresponding expenditures were incurred.**

Income sections

23. Information on income sections (1, Income from staff assessment; 2, General income; and 3, Services to the public) is provided in paragraphs 76 to 81 of the performance report. Table 12 provides a summary of changes under the income sections. As indicated, the total increase under income sections amounts to $8.3 million, reflecting a decrease in staff assessment income ($5.6 million), offset by increases under general income ($10.2 million) and services to the public ($3.7 million). The net increase in revenue under income section 3, Services to the public, is the result of a net decrease in total revenues ($1,605,000), which was more than fully offset by a net decrease in total expenditures ($5,319,900). The Advisory Committee notes from paragraph 80 of the performance report that a decrease of $2,645,300 under postal administration services was principally due to the impact of the capital master plan project on sales at Headquarters. **With regard to income section 3, Services to the public, the Committee believes that the visitors' experience remains an important outreach activity, which also provides an opportunity for visitors to the Headquarters complex to learn about the United Nations and for promoting the image of the Organization.**

Compensation arising from the judgements of the administrative tribunals

24. In paragraph 82 of his report, the Secretary-General states that in accordance with General Assembly resolution 52/220, the final estimates of the anticipated level of expenditure for the biennium 2010-2011 include expenditures (totalling $1,370,000) related to compensation paid to staff as a result of judgements of the tribunals of the United Nations system of administration of justice. The Committee was informed that these expenditures related to the judgements of the former United Nations Administrative Tribunal under the previous internal justice system, those of the current administrative tribunals (United Nations Dispute Tribunal and United Nations Appeals Tribunal) and the decisions of the Management Evaluation Unit. The Committee was further informed that the compensation was charged against common staff costs.

25. Upon enquiry as to the basis for this procedure, the Advisory Committee was informed that historically, no specific provisions had been made for such payments.

Given that such payments were staff-related, it had been determined that it would be appropriate to charge such payments under the common staff costs category of expenditure. A separate object of expenditure had been established under that category for tracking such payments. In paragraph 91 of its resolution 52/220 of 22 December 1997, the General Assembly requested the Secretary-General to reflect in the budget performance report expenditures related to compensation paid to staff as a result of judgements of the former United Nations Administrative Tribunal. Accordingly, the second performance report on the programme budget for a given biennium had always included a section entitled "Compensation arising from judgements of the United Nations Administrative Tribunal", which provided information on expenditures related to compensation paid to staff as a result of judgements of the United Nations Administrative Tribunal and, more recently, the United Nations Dispute Tribunal and the United Nations Appeals Tribunal. The Committee's comments on the monetary compensation awarded by the Tribunals are contained in its report on the system of administration of justice (A/66/7/Add.6, para. 89).

II. Options for protecting the United Nations against fluctuations in exchange rate and inflation

26. The Advisory Committee recalls that in paragraph 52 of its resolution 64/243, the General Assembly requested the Secretary-General, in the context of the first performance report, to report on options for protecting the United Nations against fluctuations in exchange rates and inflation, drawing on the experience of other organizations of the United Nations system. Information on the options for protecting the United Nations against fluctuations in exchange rate and inflation is provided in paragraphs 83 to 103 of the performance report. The Committee was also provided with supplementary information detailing a chronology of events on proposals submitted to and actions taken by the Assembly on the issue of a comprehensive solution to the subject of additional expenditures arising from inflation and currency fluctuations (see annex IV below).

27. In the first performance report on the programme budget for the biennium 2010-2011, the Secretary-General had provided an overview of the various measures used to mitigate the impact of currency fluctuations, based on the responses of 8 of the 15 organizations contacted through a questionnaire (A/65/589, paras. 53-76 and annex V). Following its consideration of that report, the Advisory Committee urged the Secretary-General to follow up with the remaining organizations that had not yet responded so as to be able to draw from the experiences of as many entities as possible. It noted that the exercise had thus far merely entailed the gathering of information on the practices of some United Nations entities concerning adjustments for inflation and foreign exchange rate fluctuations, with no analysis and conclusions drawn. The Committee further noted the intention of the Secretary-General to report more extensively on the matter in the context either of the second performance report for the biennium 2010-2011 or of the proposed programme budget for the biennium 2012-2013 (see A/65/604, para. 15).

28. The Secretary-General provides in the annex to the second performance report a compilation of responses received from the seven remaining organizations contacted (International Labour Organization, International Maritime Organization,

International Fund for Agricultural Development, United Nations Children's Fund, United Nations Industrial Development Organization, World Food Programme and Joint United Nations Programme on HIV/AIDS). In paragraphs 89-103 of that report, he also provides information on the results of a study undertaken by the Secretariat in consultation with two global banks to ascertain the impact of foreign currency fluctuations on the programme budget and on the feasibility of a hedging programme to reduce the currency risks. Based on the actual amount of currency transacted during the biennium 2008-2009, the Secretary-General states that the study determined that the Organization's currency exposure was concentrated in two currencies: the Swiss franc and the euro, representing, respectively, 50 and 23 per cent of the actual total currency exposure and 63 and 26 per cent of the cash flow at risk. Furthermore, there was a very active and liquid forward currency market for those currencies which would facilitate a hedging programme. It is also indicated that the study recommended a currency hedging programme concentrated only on those currencies that represent the most risk to the budget, that is, the Swiss franc and the euro.

29. In his current report, the Secretary-General also provides explanations on financial instruments and strategies that may be employed for hedging currency risk: (a) currency forward contracts, which consist of an agreement to exchange currencies on a certain date in the future at a rate agreed upon today, and for which there is no fee; and (b) currency options, which provide a right, but not the obligation, to purchase a currency at a date in the future, which comes with a transaction cost. He further indicates that, owing to current market conditions, the cost of purchasing Swiss francs today is lower than the cost of purchasing Swiss francs for future delivery, whereas the reverse is true for the euro. In addition, the Secretary-General points out that there are opportunity costs associated with a hedging programme: in protecting against unfavourable trends in the United States dollar exchange rate, the Organization would lose the flexibility to gain from opposite trends. As indicated, the hedging programme would not ensure savings, but only provide certainty as to the exchange rate that would be applied in the future.

30. Upon enquiry, the Advisory Committee was provided with additional information updating the Secretary-General's recommendation on the hedging programme in light of recent developments in the euro market. The Secretary-General indicated that, should the General Assembly decide to use this option, he was now recommending a hedging programme based on the currency forward mechanism to cover 75 per cent of predictable expenditures in Swiss francs for the first year of the biennium (2012), and 50 per cent of predictable expenditures in Swiss francs for the second year of the biennium (2013). The programme would cover approximately $500 million or 40 per cent of projected requirements for Swiss francs in the proposed programme budget for 2012-2013, corresponding to 7.7 per cent of the overall proposed programme budget for the biennium 2012-2013. The Secretary-General further indicated that a programme for hedging currency exposure to the euro was not recommended at this time.

31. **The Advisory Committee appreciates the explanations provided by the Secretary-General on the implications and mechanisms of establishing a hedging programme which, in its view, provide a good understanding of what this option entails. However, the Secretary-General does not elaborate on the administrative costs or risks associated with a currency hedging programme, as referred to in paragraph 99 of the performance report. The Committee notes**

the Secretary-General's statement that a hedging programme would need a robust risk management and accounting system, requiring resources that have yet to be determined. Therefore, the Committee considers that the Secretary-General's report does not provide sufficient information that would allow the General Assembly to make an informed decision on the option for establishing a currency hedging programme.

32. **Furthermore, the Advisory Committee also notes that such a programme would address only one aspect of the recosting methodology which captures, in addition to currency fluctuations, inflation and changes in budget expenditures. In addition, the report offers only one option, a hedging programme, for covering the exposure of the Organization to fluctuations in two currencies, the Swiss franc and the euro. The Committee is of the view that the Secretary-General has not responded comprehensively to the request of the General Assembly in paragraph 52 of its resolution 64/243.**

33. **Accordingly, the Advisory Committee recommends that the Secretary-General should be requested to explore and thoroughly analyse additional options for addressing the different aspects of the recosting methodology currently applied, including the practice of recosting the programme budget four times in the biennial budget cycle. In so doing, the Secretary-General should continue to take into account the practices of other entities of the United Nations system and their possible applicability to the United Nations. The Committee recommends that the General Assembly request the Secretary-General to report comprehensively on alternative options for the recosting methodology and to include an analysis of the risks and resource requirements of each option. In order to facilitate the analysis of this issue, the Committee considers that the Secretary-General should submit such a report separately from the performance report, for consideration by the Assembly no later than at the main part of its sixty-seventh session.**

34. The action to be taken by the General Assembly is set out in paragraph 104 of the Secretary-General's report. **The Advisory Committee recommends that the General Assembly take note of the Secretary-General's report, including the information provided on options for protecting the United Nations against fluctuations in exchange rates and inflation, subject to the submission of a report as requested in paragraph 33 above. The Committee further recommends that the Assembly approve the revised estimates under the expenditure sections for the biennium 2010-2011 as set out in paragraph 5 of the performance report and the related income estimates as set out in paragraph 76 of that report.**

Annex I

Average vacancy rates, by budget section, 2008-2011

Budget section	2008		2009		2010		2011	
	Professional	General Service	Professional	General Service	Professional	General Service	Professional	General Service
1. Overall policymaking, direction and coordination	16.4	10.8	16.2	10.0	9.2	4.5	4.4	3.9
2. General Assembly and Economic and Social Council affairs and conference management	8.5	2.3	6.7	3.5	6.1	3.3	5.3	5.5
3. Political affairs	6.4	6.7	15.1	4.5	9.1	7.5	5.3	5.2
4. Disarmament	0.9	1.2	2.0	3.6	7.1	–	3.4	—
5. Peacekeeping operations	13.1	7.9	16.3	9.9	13.1	11.5	14.0	13.8
6. Peaceful uses of outer space	16.2	—	5.7	—	—	—	—	—
7. International Court of Justice	13.0	2.3	8.3	0.9	13.8	3.5	1.7	2.5
8. Legal affairs	4.0	1.1	2.5	1.0	4.0	3.1	4.0	2.0
9. Economic and social affairs	6.2	4.6	7.9	6.9	10.4	4.6	5.6	4.7
10. Least developed countries, landlocked developing countries and small island developing States	14.4	14.6	27.0	2.1	17.8	—	17.1	—
11. United Nations support for the New Partnership for Africa's Development	27.7	23.5	36.5	4.2	26.0	2.5	20.4	1.0
12. Trade and development	1.1	3.6	4.3	2.3	3.0	2.3	3.3	2.2
14. Environment	—	3.0	—	—	0.8	—	0.6	—
15. Human settlements	3.7	—	0.5	—	0.7	—	—	—
16. International drug control, crime and terrorism prevention and criminal justice	—	—	0.1	—	0.8	—	0.2	—
17. Economic and social development in Africa	16.2	0.2	20.6	3.0	21.0	12.7	19.1	12.7
18. Economic and social development in Asia and the Pacific	6.5	2.6	12.7	3.5	12.1	5.1	12.0	2.4
19. Economic development in Europe	3.3	4.0	7.2	4.1	6.9	1.8	6.2	2.3
20. Economic and social development in Latin America and the Caribbean	4.4	1.5	10.0	3.2	6.5	1.1	4.9	1.3
21. Economic and social development in Western Asia	19.2	4.1	23.9	3.1	18.2	0.8	10.4	1.2
23. Human rights	13.6	2.9	12.3	5.8	8.5	1.8	5.5	2.3
24. International protection, durable solutions and assistance to refugees	—	—	12.5	—	—	—	—	—
25. Palestine refugees	10.9	6.8	6.8	8.3	4.3	7.6	0.9	3.6
26. Humanitarian assistance	2.1	—	1.7	—	2.2	—	2.1	—
27. Public information	4.5	3.3	5.0	3.7	4.7	4.5	3.4	4.5
28. Management and support services	8.3	2.9	3.4	2.1	2.2	0.4	2.9	1.4
29. Office of Information and Communications Technology	—	—	14.8	9.7	10.5	1.8	5.1	2.5
30. Internal oversight	12.5	7.9	8.2	2.3	20.8	8.3	13.4	7.0
34. Safety and security	8.6	2.6	10.7	13.3	19.2	4.4	11.9	4.1
37. UN-Women	—	—	—	—	—	—	20.7	36.0
Total	**8.2**	**3.2**	**9.1**	**3.8**	**8.1**	**4.1**	**6.1**	**4.6**

Annex II

Vacant posts authorized under the regular budget as at 31 October 2011

	Section	*Vacant posts*	*Professional*	*General Service*	*Number of vacancies and level*
1.	Overall policymaking, direction and coordination	8	4	4	1 D-1, 3 P-5, 1 GS (PL), 3 GS (OL)
2.	General Assembly and Economic and Social Council affairs and conference management	133	68	65	1 D-2, 6 P-5, 22 P-4, 34 P-3, 5 P-2/1, 3 GS (PL), 50 GS (OL), 12 TC
3.	Political affairs	11	9	2	1 P-5, 4 P-4, 3 P-3, 1 P-2/1, 1 GS (OL), 1 SS
4.	Disarmament	1	1	—	1 P-2/1
5.	Peacekeeping operations	35	4	31	1 D-2, 1 P-3, 2 P-2/1, 16 LL, 15 FS
7.	International Court of Justice	3	1	2	1 P-4, 2 GS (OL)
8.	Legal affairs	6	3	3	2 P-3, 1 P-2/1, 1 GS (PL), 2 GS (OL)
9.	Economic and social affairs	26	10	16	3 D-1, 2 P-4, 3 P-3, 2 P-2/1, 2 GS (PL), 14 GS (OL)
10.	Least developed countries, landlocked developing countries and small island developing States	3	3	—	1 D-2, 1 P-3, 1 P-2/1
11.	United Nations support for the New Partnership for Africa's Development	5	5	—	1 USG, 1 P-5, 1 P-4, 2 P-3
12.	Trade and development	15	11	4	2 D-1, 5 P-5, 3 P-4, 1 P-3, 1 GS (PL), 3 GS (OL)
17.	Economic and social development in Africa	61	35	26	1 D-1, 9 P-5, 11 P-4, 10 P-3, 4 P-2/1, 22 LL, 1 FS, 3 NPO
18.	Economic and social development in Asia and the Pacific	27	18	9	1 D-1, 2 P-5, 3 P-4, 7 P-3, 5 P-2/1, 9 LL
19.	Economic development in Europe	8	6	2	1 P-5, 3 P-4, 1 P-3, 1 P-2/1, 1 GS (PL), 1 GS (OL)
20.	Economic and social development in Latin America and the Caribbean	13	10	3	2 D-1, 3 P-4, 2 P-3, 3 P-2/1, 3 LL
21.	Economic and social development in Western Asia	8	8	—	2 P-5, 3 P-4, 2 P-3, 1 P-2/1
23.	Human rights	10	9	1	2 P-5, 3 P-4, 3 P-3, 1 P-2/1, 1 GS (OL)
25.	Palestine refugees	3	2	1	2 P-4, 1 GS (OL)
26.	Humanitarian assistance	1	1	—	1 P-2/1
27.	Public information	21	7	14	3 P-5, 3 P-4, 1 P-3, 11 LL, 3 NPO
28.	Management and support services	30	7	23	1 D-2, 1 P-4, 1 P-3, 4 P-2/1, 1 GS (PL), 16 GS (OL), 6 TC
29.	Office of Information and Communications Technology	2	2	—	1 P-4, 1 P-2/1
30.	Internal oversight	9	7	2	1 P-5, 4 P-4, 1 P-3, 1 P-2/1, 1 GS (PL), 1 GS (OL)
34.	Safety and security	40	8	32	2 P-5, 3 P-4, 2 P-3, 1 P-2/1, 3 GS (OL), 18 SS, 11 LL
37.	UN-Women	5		5	5 GS (OL)
	Subtotal	**484**	**239**	**245**	**1 USG, 4 D-2, 10 D-1, 38 P-5, 73 P-4, 77 P-3, 36 P-2/1, 11 GS (PL), 103 GS (OL), 18 TC, 19 SS, 72 LL, 16 FS, 6 NPO**
Income section 3					
	Services to the public	14	2	12	1 P-4, 1 P-2/1, 12 GS (OL)
	Total	**498**	**241**	**257**	**1 USG, 4 D-2, 10 D-1, 38 P-5, 74 P-4, 77 P-3, 37 P-2/1, 11 GS (PL), 115 GS (OL), 18 TC, 19 SS, 72 LL, 16 FS, 6 NPO**

Abbreviations: FS, Field Service; GS, General Service; LL, Local level; NPO, National Professional Officer; OL, Other level; PL, Principal level; SS, Security Service; TC, Trades and Crafts; USG, Under-Secretary-General.

Annex III

Posts authorized under the regular budget that have been vacant for one year or longer

Section	*Level*	*Status*
2. General Assembly and Economic and Social Council affairs and conference management	2 TC[a]	Proposed for abolition for the biennium 2012-2013
5. Peacekeeping operations: United Nations Truce Supervision Organization	4 FS[b]	Proposed for conversion from FS to NPO as reflected in the proposed programme budget for 2012-2013 Recruitment pending decision from the General Assembly on proposed conversion
	1 FS[b]	The post is under recruitment and will be filled shortly
11. United Nations support for the New Partnership for Africa's Development: Office of the Special Adviser for Africa	1 USG[b]	Post vacant as of 1 May 2007
17. Economic and social development in Africa	1 P-4[b]	The incumbent of the post has been on special leave without pay since 2009
	1 NPO[b]	Candidate was selected, but subsequently declined. There were no other recommended candidates. The post has been re-advertised and recruitment is expected to be finalized by 31 December 2011
21. Economic and social development in Western Asia	1 P-4[b]	Post has been vacant since 1 October 2009. The post was advertised but the vacancy announcement was subsequently cancelled due to lack of suitably qualified candidates
30. Office of Internal Oversight Services	1 GS (OL)[a]	The incumbent on the post is on assignment

Abbreviations: FS, Field Service; GS, General Service; NPO, National Professional Officer; OL, Other level; TC, Trades and Crafts; USG, Under-Secretary-General.

[a] Vacant for one year.

[b] Vacant for two years.

Annex IV

Chronology of events on proposals submitted to and actions taken by the General Assembly on the issue of a comprehensive solution to the subject of additional expenditures arising from inflation and currency fluctuations

	General Assembly		*Secretary-General's report*		*Advisory Committee on Administrative and Budgetary Questions*		*Board of Auditors*	
Year	*Resolution or decision*	*Request*	*Symbol*	*Report title*	*Symbol*	*Report title*	*Symbol*	*Report title*
1970s		The Working Group, composed of 13 Member States designated by the President of the General Assembly, was mandated to consider alternative solutions to difficulties resulting from the effect of continuing currency instability and inflation on the budgets of the United Nations system. The Assembly reviewed the alternatives outlined in the report of the Working Group (A/9773) and noted that it had found no generally agreed alternatives to the policies already utilized.						
1986	41/213 (annex I, para. 10)	A comprehensive solution to the problem of all additional expenditures, including those deriving from inflation and currency fluctuation, is also necessary. It is desirable to accommodate these expenditures, within the overall level of the budget, either as a reserve or as a separate part of the contingency fund set up in paragraph 8 of annex I. The Secretary-General should examine all aspects related to the question and report, through the Advisory Committee on Administrative and Budgetary Questions and the Committee for Programme and Coordination, to the General Assembly at its forty-second session.	A/42/225 and Add.1	**Review of the efficiency of the administrative and financial functioning of the United Nations.** Questions relating to the programme budget: inflation and currency fluctuation, and the level of the contingency fund	A/42/7	First report on the proposed programme budget for the biennium 1988-1989.		

	General Assembly		Secretary-General's report		Advisory Committee on Administrative and Budgetary Questions		Board of Auditors	
Year	*Resolution or decision*	*Request*	*Symbol*	*Report title*	*Symbol*	*Report title*	*Symbol*	*Report title*
1988					A/43/929	**Review of the efficiency of the administrative and financial functioning of the United Nations.** Proposed programme budget outline for the biennium 1990-1991. Questions related to the programme budget: use and operation of contingency fund.		
1988	43/214 (para. 10)	Agreed to the concept of a reserve, requested the Secretary-General to formulate a set of procedures for the operation of the reserve to be submitted through the Advisory Committee on Administrative and Budgetary Questions to the General Assembly at its forty-fourth session, and agreed to address further at that time the question of setting up such a reserve for the biennium 1990-1991.	A/44/665	**Review of the efficiency of the administrative and financial functioning of the United Nations.** Establishment and operation of a reserve fund.	A/44/729	**Review of the efficiency of the administrative and financial functioning of the United Nations.** Establishment and operation of a reserve fund.		
1989	44/200 B (para. 5)	Decided, given the shortcomings of the present system, to keep under review the question of a comprehensive solution to the problem of all additional expenditures, including those deriving from inflation and currency fluctuation, and to consider it again at its forty-sixth session.						
1992	47/212 (sect. III, para. 1)	Endorsed the proposed new budget format and the related conclusions and recommendations of the Committee for Programme and Coordination and the Advisory Committee on Administrative and Budgetary Questions, and invited the Secretary-General to continue						

Year	General Assembly: Resolution or decision	General Assembly: Request	Secretary-General's report: Symbol	Secretary-General's report: Report title	Advisory Committee on Administrative and Budgetary Questions: Symbol	Advisory Committee on Administrative and Budgetary Questions: Report title	Board of Auditors: Symbol	Board of Auditors: Report title
		improving the presentation of the programme budget, notably in terms of facilitating a comparison of appropriations and actual level of expenditure by object.						
1996					A/51/7/Add.6 (para. 5)	Programme budget for the biennium 1996-1997. First performance report.		
1996	51/220 (para. 10)	Requested the Secretary-General to prepare a comprehensive policy paper which would examine all issues related to the question of all additional expenditures referred to in paragraphs 10 and 11 of annex I to General Assembly resolution 41/213, including those relating to the maintenance of peace and security, inflation and currency fluctuation, and to submit that report to the Assembly, through the Advisory Committee on Administrative and Budgetary Questions, no later than 31 May 1997 with a view to finding a comprehensive solution to such questions.	A/C.5/51/57	Programme budget for the biennium 1996-1997.	A/52/7/Add.2	Third report on the programme budget for the biennium 1996-1997.		
1999	Decision 54/481	Took note of the report of the Secretary-General (A/C.5/51/57) concerning additional expenditures referred to in paragraphs 10 and 11 of annex I to General Assembly resolution 41/213 of 19 December 1986 and of the relevant report of the Advisory Committee on Administrative and Budgetary Questions (A/52/7/Add.2) and requested the Secretary-General to keep the Assembly informed on issues pertaining to inflation and currency fluctuation in the context of the budget performance reports.						

	General Assembly		Secretary-General's report		Advisory Committee on Administrative and Budgetary Questions		Board of Auditors	
Year	*Resolution or decision*	*Request*	*Symbol*	*Report title*	*Symbol*	*Report title*	*Symbol*	*Report title*
2001	56/253 (para. 44)	Requested the Secretary-General to submit to the General Assembly at its fifty-seventh session an updated study on a comprehensive solution to the problem of additional expenditures deriving from inflation and currency fluctuations, taking into account its resolution 41/213.	A/57/471	Additional expenditures deriving from inflation and currency fluctuations.	A/57/7/Add.14 (sect. IV)	Additional expenditures deriving from inflation and currency fluctuations.		
2002	Decision 57/576	Took note of the report of the Secretary-General (A/57/471) and the related report of ACABQ (A/57/7/Add.14) and decided to continue consideration of that question at the main part of its fifty-eighth session in the context of the proposed programme budget for the biennium 2004-2005, and requested the Secretary-General to submit a report providing a comparative analysis of the practice followed by other international organizations in that regard for consideration at the main part of its fifty-eighth session.	A/58/400	Additional expenditures deriving from inflation and currency fluctuations.	A/58/7/Add.5 (sect. IV)	Additional expenditures deriving from inflation and currency fluctuations.		
2003	58/270 (para. 11)	Requested the Board of Auditors, in consultation with the Secretary-General, to examine the recosting methodology and to report thereon to the General Assembly at its fifty-ninth session, including proposing the most appropriate mechanism for managing the currency aspects of the recosting methodology.					A/59/5, vol. I (chap. II, para. 175)	Financial reports and audited financial statements for the biennium ended 31 December 2003 and Report of the Board of Auditors.
2006			A/60/6 (Introduction)	Proposed programme budget for the biennium 2006-2007: foreword and introduction.	A/60/7 (chap. I, paras. 100-101)	Advisory Committee on Administrative and Budgetary Questions: first report on the proposed programme budget for the biennium 2006-2007.		

	General Assembly		Secretary-General's report		Advisory Committee on Administrative and Budgetary Questions		Board of Auditors	
Year	*Resolution or decision*	*Request*	*Symbol*	*Report title*	*Symbol*	*Report title*	*Symbol*	*Report title*
2006	Sixtieth session	No decision was taken by the General Assembly at the main part of its sixtieth session.						
2006			A/60/692 and Corr.1 and 2 (proposal 17)	Investing in the United Nations: for a stronger Organization worldwide.	A/60/735 and Corr.1	Investing in the United Nations: for a stronger Organization worldwide.		
2006			A/60/846/Add.3	Investing in the United Nations for a stronger Organization worldwide: detailed report.	A/60/870	Investing in the United Nations: for a stronger Organization worldwide: detailed report.		
2006	60/283 (part VII, para. 1)	Decided to defer consideration of the following proposal contained in the addendum on financial management practices (A/60/846/Add.3): establishment of a reserve fund (paragraphs 112 (p) and (q)) — within the context of the programme budget for the biennium 2008-2009.						
2008					A/63/620	First performance report on the programme budget for the biennium 2008-2009 (annex IV on information on adjustments in the level of appropriations: recosting methodology).		

	General Assembly		Secretary-General's report		Advisory Committee on Administrative and Budgetary Questions		Board of Auditors	
Year	*Resolution or decision*	*Request*	*Symbol*	*Report title*	*Symbol*	*Report title*	*Symbol*	*Report title*
2008	63/263 (sect. XII, para. 4)	Endorsed paragraph 11 of the report of the Advisory Committee on Administrative and Budgetary Questions (A/63/620) and requested the Secretary-General to explore the recosting methodologies used by other international organizations with that used by the Secretariat, taking into account the unique nature of the United Nations, and to report thereon to the General Assembly in the context of the second performance report on the programme budget for the biennium 2008-2009.	A/64/545	Second performance report on the programme budget for the biennium 2008-2009.				
2009	64/243 (para. 52)	Requested the Secretary-General, in the context of the first performance report, to report on options for protecting the United Nations against fluctuations in exchange rates and inflation, drawing on the experience of other organizations of the United Nations system, as set out in section V of the second performance report of the Secretary-General on the programme budget for the biennium 2008-2009 (A/64/545).	A/65/589	First performance report on the programme budget for the biennium 2010-2011.	A/65/604	First performance report on the programme budget for the biennium 2010-2011.		
2010	65/259 (sect. XVIII, para. 3	Endorsed the observations and recommendations contained in the report of the Advisory Committee on Administrative and Budgetary Questions (A/65/604), subject to the provisions of the present resolution.	A/66/578	Second performance report on the programme budget for 2010-2011.				

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Financing of the United Nations Operation in Côte d'Ivoire

Budget for the United Nations Operation in Côte d'Ivoire for the period from 1 July 2011 to 30 June 2012: supplementary estimates

Report of the Advisory Committee on Administrative and Budgetary Questions

I. Introduction

1. **The recommendations of the Advisory Committee on Administrative and Budgetary Questions contained in paragraphs 15, 25 and 37 below would entail reductions of $381,500 to the proposed supplementary estimates for the United Nations Operation in Côte d'Ivoire (UNOCI) for the period from 1 July 2011 to 30 June 2012 (A/66/529). The Committee has made additional recommendations and observations, where appropriate, in the paragraphs below.**

2. During its consideration of the proposed supplementary estimates, the Advisory Committee met with representatives of the Secretary-General, who provided additional information and clarification. The documents reviewed and those used for background by the Committee in its consideration of the financing of UNOCI are listed at the end of the present report.

3. **The Advisory Committee considers that the report of the Secretary-General lacks sufficient explanation and does not adequately justify the additional requirements in certain areas, specifically regarding posts and positions, in relation with the activities mandated for UNOCI under Security Council resolution 2000 (2011).**

A. Mandate and planned results

4. The mandate of UNOCI was established by the Security Council in its resolution 1528 (2004). The Secretary-General indicates in his report that the Council, in its resolution 2000 (2011), decided to extend the Operation's mandate until 31 July 2012, and he emphasized its mandate to assist the Government of Côte d'Ivoire in

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addressing the security situation it continues to face. The Council, in the same resolution, determined that the situation in Côte d'Ivoire continued to pose a threat to international peace and security in the region and decided that the authorized strength of the UNOCI military component should remain at 9,792 personnel, comprising 9,600 troops and staff officers, including the 2,400 additional troops authorized by its resolutions 1942 (2010) and 1967 (2011), as well as 192 military observers. The Council also decided that the authorized strength of UNOCI's police component should remain at 1,350 personnel, including the eight posts for customs officers previously authorized; to authorize an increase of the individual police personnel by 205 advisers, to be accommodated through adjustments to the military and police strength of UNOCI; and that, pursuant to paragraph 4 of resolution 1933 (2010) and previous resolutions, the Special Representative of the Secretary-General shall certify that all stages of the upcoming legislative elections provide all the necessary guarantees for open, free, fair and transparent elections, in accordance with international standards and the agreed criteria.

B. Coordination with the United Nations country team

5. Upon enquiry, the Advisory Committee was informed that the United Nations system in Côte d'Ivoire coordinates its activities through the Strategic Coordination Group, which is chaired by the Deputy Special Representative of the Secretary-General for Humanitarian Coordination, Recovery and Reconstruction and includes the heads of agencies, funds and programmes as well as UNOCI section chiefs. The Committee was also informed that the Coordination Group meets on a monthly basis to discuss strategic issues related to the political situation and the peacebuilding process in the country.

6. The Advisory Committee was further informed, upon enquiry, that in July 2011 UNOCI and the United Nations country team, in order to align their activities with Security Council resolution 2000 (2011), had updated the integrated strategic framework and had identified the following priorities for all United Nations activities in the country: (a) elections; (b) restoration of State authority throughout the country and of the rule of law; (c) disarmament, demobilization and reintegration and security sector reform activities; (d) land tenure issues and social cohesion; (e) protection of civilians; and (f) social and economic recovery. UNOCI and the United Nations country team also collaborate in the review of the United Nations Development Assistance Framework (2009-2013), for which the first priority is in areas relating to peace consolidation, including rule of law, and in security support provided to United Nations humanitarian agencies to ensure the security of United Nations installations.

C. Resource requirements

7. The Advisory Committee recalls that the General Assembly, by its resolution 65/294, initially appropriated $486,726,400 for UNOCI's activities for the period from 1 July 2011 to 30 June 2012. The Committee notes that the supplementary estimates for period 1 July 2011 to 30 July 2012 proposed by the Secretary-General provide additional funding of $165,735,000 gross ($164,913,300 net) for the additional 2,400 military and 1,350 police personnel authorized by the Security

Council in its resolutions 2000 (2011), 1967 (2011) and 1942 (2010), and to implement additional activities mandated under Council resolution 2000 (2011).

Military and police personnel

Category	*Initial approved 2011/12*	*Proposed 2011/12[a]*
Military observers	192	192
Military contingent personnel	7 200	9 535
United Nations police	450	595
Formed police units	800	820
Total	**8 642**	**11 142**

[a] Represents the highest authorized strength for the period.

8. The requested supplementary resources amounting to $65,459,400 for military and police personnel pertain to the deployment of 2,335 additional military contingent personnel ($56,063,800), inclusive of requirements under contingent-owned equipment for major equipment ($1,441,200) and for self-sustainment ($11,644,400); an additional 145 United Nations police personnel, inclusive of eight customs officers ($4,642,100); and the deployment of an additional 20 police personnel in formed police units ($4,753,500).

9. The Advisory Committee was provided with updated information on the actual deployment of uniformed personnel in UNOCI (see table 1). The Committee notes that the budget reflects an overall vacancy rate of 5.8 per cent for police personnel during the period from 1 July 2011 to 30 June 2012 (see A/66/529, para. 67). The Committee notes that the vacancy rate for individual United Nations police in the month of October 2011 was 40.8 per cent, and the vacancy rate for police in formed units stood at negative 21.5 per cent, with an over-incumbency of 176 police in formed units. The Committee also notes that of the 1,415 police personnel authorized (comprising 595 individual police and 820 police in formed units), a total of 1,348 police personnel were actually deployed at 31 October 2011, reflecting an overall actual vacancy rate of less than 5 per cent. The Committee was informed, upon enquiry, that the high vacancy level for individual United Nations police will enable UNOCI to commence the planned phased deployment of additional individual United Nations police concurrently with the phased reduction in the number of police personnel in formed units deployed during the period from 1 July 2011 to 30 June 2012, in accordance with the mandate of UNOCI set out in Security Council resolution 2000 (2011), which authorizes an increase in individual police personnel by 205 advisers, to be accommodated through adjustments to the military and police strength of UNOCI.

Table 1
UNOCI uniformed personnel: incumbency as at 31 October 2011

Category	*Authorized*[a]	*Encumbered*	*Vacancy rate (Percentage)*
Military observers	192	192	—
Military contingents	9 535	9 356	1.9
United Nations police	595	352	40.8
Formed police	820	996	(21.5)

[a] Represents the highest authorized strength for the period.

10. The Advisory Committee was further informed, upon enquiry, that, pursuant to the authority granted by the Security Council in the letter from the President of the Council to the Secretary-General dated 27 September 2011 (S/2011/594) in response to the request contained in the letter from the Secretary-General to the President dated 15 September 2011 (S/2011/577), the Secretary-General deployed 120 military contingent personnel and 100 police in formed units from UNOCI to the United Nations Mission in Liberia (UNMIL) for a period of up to eight weeks to provide support during elections in Liberia, and that those uniformed personnel had returned to UNOCI by 30 November 2011. Upon further enquiry, the Committee was also informed that the UNOCI budget would continue to finance the reimbursement to troop-contributing and police-contributing countries for the UNOCI uniformed personnel deployed to UNMIL, while UNMIL would finance the operational costs of the movement of such personnel and their related contingent-owned equipment to and from Liberia.

Civilian personnel[a]

Category	*Initially approved 2011/12*	*Proposed 2011/12*
International staff	428	488
National staff	809	837
United Nations Volunteers	176	353
Total	**1 413**	**1 678**

[a] Includes both posts and temporary positions.

11. The proposed requirements under civilian personnel result from the increase of 60 international posts and positions, 28 national posts and positions and 177 United Nations Volunteers; the reclassification of one national General Service post to the National Professional Officer level; and the increase in the number of hazardous duty stations, which now include Abidjan and San-Pedro, as compared to the approved 2011/12 budget, which included only Guiglo.

12. The Advisory Committee was provided with updated information on the actual deployment of civilian personnel in UNOCI (see table 2). The Committee notes that, as at 31 October 2011, the actual deployment of United Nations Volunteers numbered 264, as compared to the authorized level of 176. The Committee notes that the Secretary-General had authorized the additional United Nations Volunteers positions under general temporary assistance in support of the elections.

Table 2
UNOCI: incumbency of civilian personnel as at 31 October 2011

Posts	*Authorized*[a]	*Encumbered*	*Vacancy rate (Percentage)*
Government-provided personnel	16	15	6.3
Posts			
International staff	414	372	10.1
National staff	799	738	7.6
General temporary assistance			
International staff	14	11	21.4
National staff	10	9	10.0
United Nations Volunteers	176	264	(50.0)

[a] Represents the highest authorized strength for the period.

Executive direction and management

	Posts[a]	*Level*
Approved for 2011/12	40	1 Under-Secretary-General, 2 Assistant Secretary-General, 1 D-1, 5 P-5, 4 P-4, 7 P-3, 3 Field Service, 4 National Professional Officer, 12 national General Service, 1 United Nations Volunteer
Proposed under supplementary estimates 2011/12	43	1 Under-Secretary-General, 2 Assistant Secretary-General, 2 D-1, 5 P-5, 4 P-4, 9 P-3, 3 Field Service, 5 National Professional Officer, 11 national General Service, 1 United Nations Volunteer
Proposed posts and positions	3	1 D-1, 2 P-3
Reclassifications	1	1 national General Service to National Professional Officer

[a] Includes posts and positions.

13. Under executive direction and management, the Secretary-General proposes a total of three new posts, comprising one D-1 and two P-3 posts and the reclassification of one national General Service post to a National Professional Officer, for the Office of the Special Representative of the Secretary-General, the Joint Mission Analysis Centre and the Embargo Cell, as described in the following paragraphs.

14. In the Office of the Special Representative of the Secretary-General, the Secretary-General proposes the establishment of one D-1 Senior Security Sector Reform Officer (Principal Adviser), who will effectively be placed in the Office of the Prime Minister of Côte d'Ivoire to provide advice and support to that Office and relevant ministries and agencies on the planning and implementation of a comprehensive sector-wide review of security institutions in the country. An existing national General Service post of Language Assistant and Interpreter or Translator is proposed for reclassification to the National Officer post within the Office of the Special Representative of the Secretary-General (see A/66/529, para. 10). **The Advisory Committee has no objection to the proposed post of Senior Security Sector Reform Officer (D-1) and to the reclassification of the**

national General Service post to the National Professional Officer level in the Office of the Special Representative of the Secretary-General.

15. In the Joint Mission Analysis Centre, the Secretary-General proposes to establish one post of Information Analyst (Political) at the P-3 level to develop integrated strategies and analyses and contribute to information gathering and reporting, in particular those tasks related to the monitoring of border-related security challenges (A/66/529, para. 12). The Advisory Committee was informed that the Joint Mission Analysis Centre plays a critical role in producing mission-wide integrated analyses, including strategic information assessments to support senior leadership in planning, decision-making and implementing UNOCI's mandated tasks with a view to supporting national authorities in stabilizing the security situation in the country and in monitoring and addressing cross-border security issues as well as other challenges along the borders. The Committee was also informed that the current staffing of the Joint Mission Analysis Centre comprises one P-5 post and one P-3 post, as well as five military and three police personnel. **The Advisory Committee does not consider that the requirement for the establishment of an additional post has been fully justified, particularly in view of the existing capacity. The Committee therefore does not recommend approval of the P-3 post of Information Analyst for the Joint Mission Analysis Centre.**

16. The Secretary-General proposes one P-3 Programme Officer post for the Embargo Cell to ensure continuity of UNOCI's customs expertise in the Integrated Embargo Unit, as this function is currently delivered through a consultancy. The P-3 Programme Officer, to be based in Abidjan, will be under the supervision of the Chief of the Integrated Embargo Unit and will assist in the monitoring of potential violations of the embargo on importation of arms and related material into Côte d'Ivoire (see A/66/529, para. 13). Upon enquiry, the Advisory Committee was informed that the proposed post is needed because of an increase in customs-related monitoring activities, in keeping with UNOCI's embargo monitoring mandate. The Committee was also informed that the establishment of this post would respond to a recommendation contained in the report of the Group of Experts on Côte d'Ivoire pursuant to paragraph 11 of Security Council resolution 1946 (2010) (S/2011/272). It was indicated that the Group of Experts had recommended that, in order to ensure continuity and experience, UNOCI should have a permanent customs monitoring expertise to assist in the monitoring of potential violations of the embargo on importation of arms and related material into Côte d'Ivoire (S/2011/272, para. 331). **The Advisory Committee has no objection to the proposed post for a Programme Officer (P-3) in the Embargo Cell.**

Component 1: safe and secure environment

	Posts[a]	*Level*
Approved for 2011/12	39	1 D-2, 2 D-1, 3 P-4, 5 P-3, 3 Field Service, 8 national General Service, 17 United Nations Volunteers
Proposed under supplementary estimates 2011/12	58	1 D-2, 3 D-1, 3 P-5, 6 P-4, 10 P-3, 1 P-2, 4 Field Service, 1 National Professional Officer, 8 national General Service, 21 United Nations Volunteers
Proposed posts and positions	19	1 D-1, 3 P-5, 3 P-4, 5 P-3, 1 P-2, 1 Field Service, 1 National Professional Officer, 4 United Nations Volunteers

[a] Includes posts and positions.

17. Under component 1, safe and secure environment, the Secretary-General proposes a total of 19 new posts and positions (1 D-1, 3 P-5, 3 P-4, 5 P-3, 1 P-2, 1 Field Service and 1 National Professional Officer) as well as four United Nations Volunteers positions for the Joint Operations Centre, the Disarmament, Demobilization and Reintegration Section and the Security Sector Reform Section, as described in the paragraphs below.

18. For the Joint Operations Centre, one P-5 post is proposed for a Senior Operations Officer to ensure that it functions as an effective situation centre 24 hours a day, seven days a week and, in the event of a crisis, as a crisis management centre, providing an uninterrupted communications link between the Special Representative of the Secretary-General, the Senior Management Group, the components of UNOCI, sector offices, the United Nations country team, United Nations Headquarters, neighbouring missions, regional United Nations offices and non-United Nations partners, as necessary. The Advisory Committee notes that the Joint Operations Centre currently comprises two Field Service posts. **The Advisory Committee recommends approval of the P-5 post of Senior Operations Officer for the Joint Operations Centre.**

Disarmament, Demobilization and Reintegration Section

19. The Secretary-General proposes a total of 10 posts and positions for the Disarmament, Demobilization and Reintegration Section, comprising eight new international posts (1 P-5, 2 P-4, 4 P-3 and 1 P-2) and two United Nations Volunteers positions. It is indicated in the report that UNOCI is revising its concept of operations for disarmament, demobilization and reintegration to include, not only dealing with the manifold increase in the number of combatants who remobilized to engage in the conflict, but also to focus on an expansion of the scope of intervention required to address the impact of the recent violence on security sector entities and affected communities.

20. The Secretary-General indicates in his report that, in coordination with the Government of Côte d'Ivoire and other partners, efforts to support disarmament, demobilization and reintegration initiatives, at an estimated cost of approximately $25,813,200, will involve the development and implementation of community weapons collection programmes as well as assistance with the implementation of a national programme for the disarmament, demobilization and reintegration of combatants and the dismantling of militias and self-defence groups. UNOCI will support the registration and screening of former combatants and the disarmament and repatriation of foreign armed elements and will assist national authorities in collecting, registering, securing and disposing of weapons and clearing of explosive remnants of war. UNOCI also plans to establish four static disarmament, demobilization and reintegration assembly sites in Yamoussoukro, Bouaké, Korhogo and Duékoué and four mobile community disarmament units, with one based in Abidjan, two in Sector West and one in Sector East of the country, to manage incoming cases (A/66/529, para. 4).

21. The Advisory Committee was informed, upon enquiry, that each demobilization site will have: (a) an assembly area; (b) a disarmament area; (c) an area devoted to medical screening; (d) an area devoted to voluntary HIV/AIDS screening; (e) an area for socio-economic profiling; and (f) an area for counselling activities. The demobilization sites are designed for the former combatants to be registered,

screened and profiled before returning to their communities to receive reinsertion and reintegration benefits. The sites will also have secure areas for databases, technical equipment, weapons and ammunition; storage for fuel and supply items; areas for sanitary and medical services and food distribution; and accommodations for United Nations staff. The representatives of the Secretary-General also informed the Committee that the demobilization sites are crucial for the implementation of disarmament and demobilization activities in Côte d'Ivoire as the Government does not have the capacity to undertake these activities without the support of UNOCI. **The Advisory Committee trusts that UNOCI will ensure that the facilities for the demobilization sites will be adequate to meet the requirements of the beneficiaries of the disarmament, demobilization and reintegration programme.**

22. The Secretary-General proposes a P-5 post for Chief Operations Officer for the Disarmament, Demobilization and Reintegration Section to develop and oversee operational plans for the new, more complex programme that will be reoriented from a primarily reinsertion-based approach to a multidimensional programme, which, the Advisory Committee was informed, would have at least four major components: (a) traditional disarmament and demobilization of formed units, including weapons verification; (b) community violence reduction programmes in volatile violence-affected areas where fighting was most intense during the conflict and which target militia and self-defence groups; (c) stop-gap measures for foreign armed elements pending a regional mechanism to manage their cases; and (d) small arms and light weapons collection/civilian disarmament exercises.

23. The Advisory Committee was further informed that the approved D-1 post in charge of the Disarmament, Demobilization and Reintegration Section advises the Special Representative of the Secretary-General in the development, formulation and promotion of UNOCI's strategy and policies in this area in support of a more comprehensive mandate than before the crisis, and in this regard UNOCI will be closely engaged with the Government at the ministerial level on a regular basis, as well as with regional government interlocutors, in relation to foreign combatants, and key stakeholders. In addition, as a result of the expansion in the size of the disarmament, demobilization and reintegration programme and of the team that will be required to address an increase in eligible combatants from 3,720 beneficiaries prior to the onset of the crisis context to an estimate of 40,000 to 60,000 beneficiaries following the crisis, there will be an equally large increase in the management challenge that the D-1 Chief will need to meet. **The Advisory Committee recommends approval of the post of Chief Operations Officer at the P-5 level for the Disarmament, Demobilization and Reintegration Section.**

24. The Secretary-General proposes a P-4 Liaison Officer for the Disarmament, Demobilization and Reintegration Section to handle specialized subregional aspects, in particular to address the threat of cross-border movements of armed groups and weapons and support the disarmament and repatriation of foreign armed elements (A/66/529, para. 16). **The Advisory Committee recommends approval of the post of Liaison Officer at the P-4 level for the Disarmament, Demobilization and Reintegration Section.**

25. The Secretary-General proposes three new P-3 posts and two new United Nations Volunteer positions for Disarmament, Demobilization and Reintegration Officers to deal with community reconciliation forums and committees and labour-intensive early recovery projects, and to ensure the functioning of disarmament,

demobilization and reintegration and community violence reduction programmes (A/66/529, para. 17). The Advisory Committee was informed, upon enquiry, that the additional staff are required in light of the higher number of beneficiaries following the crisis and for operations in the western part of the country to enable UNOCI to conduct disarmament and demobilization operations, including sensitization campaigns, negotiations with armed groups, the establishment of equipped and staffed assembly areas to stage larger disarmament and demobilization operations, and to conduct the community violence reduction programme, which will be developed in partnership with UNOCI's conflict resolution initiatives and the United Nations country team. **The Advisory Committee does not find sufficient justification for the three additional P-3 posts proposed for the Disarmament, Demobilization and Reintegration Section. The Committee points out that UNOCI has been undertaking substantive activities in the area of security sector reform, as reflected in the relevant strategic frameworks in previous budgets, and that the proposed establishment of the Security Sector Reform Section should reduce the volume of work in the Disarmament, Demobilization and Reintegration Section, even in the context of the demands of an increased number of beneficiaries of the disarmament, demobilization and reintegration programme (see also para. 28 below). The Committee is of the view that UNOCI could have considered the redeployment of existing posts from the Disarmament, Demobilization and Reintegration Section to the proposed Security Sector Reform Section. The Committee therefore recommends approval of one P-3 post and the two United Nations Volunteers positions for this area.**

26. Two posts for Information Systems Officers at the P-4 and P-2 level are proposed for the Disarmament, Demobilization and Reintegration Section for profiling combatants and managing and tracking the record of reinsertion beneficiaries. It is indicated in the report that the P-4 Information Systems Officer will oversee the accuracy and reliability of the registration of all caseloads as well as ensure the critical linkage between the registration of disarmed ex-combatants and the reinsertion benefit. The P-2 Associate Information Systems Officer will provide technical support in addition to day-to-day management of the disarmament, demobilization and reintegration database (A/66/529, para. 18). **The Advisory Committee has no objection to the two proposed posts for Information Systems Officers (one P-4 and one P-2) for the Disarmament, Demobilization and Reintegration Section.**

27. One Disarmament, Demobilization and Reintegration Officer (Gender) post is proposed at the P-3 level to ensure that the disarmament, demobilization and reintegration programme is gender mainstreamed and that linkages are made with the appropriate partner organizations, including those dealing with sexual violence. The Officer will work within the community on community violence reduction programmes; liaise with the UNOCI gender section; work on reinsertion matters related to communities and sexual and gender-based violence and monitor the reinsertion process for female combatants (A/66/529, para. 19). **The Advisory Committee recommends approval of the proposed P-3 post of Disarmament, Demobilization and Reintegration Officer (Gender).**

Security Sector Reform Section

28. It is indicated in paragraph 20 of the Secretary-General's report that a new Security Sector Reform Section is proposed to be established within UNOCI, which is proposed to comprise eight posts and positions, including five new international

posts (1 D-1, 1 P-5, 1 P-4, 1 P-3 and 1 Field Service), one new National Professional Officer post and two new United Nations Volunteers positions. While support to security sector reform was previously provided by the Disarmament, Demobilization and Reintegration Section, the new political and security context of Côte d'Ivoire calls for a distinct security sector reform capacity to be developed in coordination with, but separate from, the disarmament, demobilization and reintegration function (see para. 25 above).

29. The Secretary-General indicates that UNOCI is mandated under Security Council resolution 2000 (2011) to support the Government in developing and implementing a national security strategy, a national justice sector strategy and a multi-year joint United Nations justice support programme in order to develop the capacity of the police, judiciary and prisons and improve access to the justice system in Côte d'Ivoire. UNOCI will also support capacity development through technical assistance, co-location and mentoring programmes for the police, gendarmerie, justice and corrections officers and contribute to restoring their presence throughout Côte d'Ivoire. The Secretary-General indicates that the estimated cost of assistance to the Government of Côte d'Ivoire in the reform of its security and rule of law institutions is $1,907,300 (A/66/529, para. 7).

30. In addition to continuing to monitor and deter the activities of militias, mercenaries and other illegal armed groups and supporting the Government of Côte d'Ivoire in monitoring and addressing cross-border security, it is envisaged that UNOCI would also participate in other targeted efforts to stabilize the security situation throughout the country. For that purpose, the deployment of military and police personnel, as well as an aviation unit comprising two MI-8 military utility helicopters is required. The Secretary-General indicates that the estimated overall cost in this area will be $121,414,500 (A/66/529, para. 8).

31. It is proposed that the new Security Sector Reform Section be headed by a Chief at the D-1 level, who will assist the Special Representative of the Secretary-General in developing, formulating and promoting mission strategy, policy and proposals related to national security sector reform efforts and provide leadership and overall management of the new Security Sector Reform Section (A/66/529, para. 21). **The Advisory Committee has no objection to the proposed D-1 post for Chief of the Security Sector Reform Section.**

32. The Secretary-General proposes one P-5 post for a Senior Security Sector Reform Officer to engage actors and partners on security sector reform issues and provide expertise and advice on strategy and implementation issues to national authorities. The Security Sector Reform Officer will monitor the reform of the defence sector and civil security matters, including aspects of criminal justice, and ensure cohesion and consistency among the relevant and related UNOCI sections on security sector reform matters. A Security Sector Reform Officer at the P-4 level is also proposed to advise on customs management and restoration of civilian management and to monitor weapons circulation and population movements, with a focus on the western region of Côte d'Ivoire. In addition, one P-3 post for a Security Sector Reform Officer is proposed to coordinate national actors and stakeholders in the security sector reform process, specifically liaising with colleagues in the Rule of Law, Judicial System and Prison Advisory Section on matters pertaining to justice and corrections as well as with the United Nations police component on police

issues. **The Advisory Committee has no objection to the three proposed posts for the Security Sector Reform Section (1 P-5, 1 P-4 and 1 P-3).**

33. Two United Nations Volunteer positions for Security Sector Reform Officers are requested to reinforce the Security Sector Reform Section and assist the proposed P-5 and P-3 Security Sector Reform Officers discussed above. In addition, a National Programme Officer is requested to build local capacity in security sector reform matters, as well as a Field Service level Administrative Assistant to fulfil general clerical and organizational needs of the Security Sector Reform Section (A/66/529, para. 23). **The Advisory Committee has no objection to the two proposed United Nations Volunteers positions for the Security Sector Reform Section.**

Component 2: humanitarian and human rights

	Posts[a]	*Level*
Approved for 2011/12	113	1 D-1, 3 P-5, 6 P-4, 15 P-3, 1 Field Service, 38 National Professional Officers, 27 national General Service, 22 United Nations Volunteers
Proposed under supplementary estimates 2011/12	140	1 D-1, 3 P-5, 8 P-4, 20 P-3, 1 Field Service, 42 National Professional Officers, 31 national General Service, 34 United Nations Volunteers
Proposed posts and positions	27	2 P-4, 5 P-3, 4 National Professional Officers, 4 national General Service, 12 United Nations Volunteers

[a] Includes posts and positions.

34. Under component 2, humanitarian and human rights, the Secretary-General proposes a total of 27 new posts and positions, comprising two P-4, five P-3, four National Professional Officers and four national General Service posts, as well as 12 United Nations Volunteers for the Human Rights and Civil Affairs Sections, as described in the following paragraphs.

Human Rights Section

35. The Secretary-General proposes a total of four new international posts (1 P-4 and 3 P-3), one National Professional Officer post, two national General Service posts and six United Nations Volunteers positions for the Human Rights Section.

36. It is indicated in the Secretary-General's report that the proposed resources in the amount of $3,739,700 will be used to promote national reconciliation and human rights and to ensure that a greater number of Ivorian stakeholders have the required tools and knowledge to participate in national reconciliation efforts. Outreach initiatives, training sessions and other related media initiatives will also be undertaken, including expanding the broadcast of the UNOCI FM radio station to the western part of Côte d'Ivoire. The Advisory Committee was informed that, in view of the severe impact of the crisis on the social fabric of the country and the weakened capacity of national authorities in transitional justice issues, the Dialogue, Truth and Reconciliation Commission will require substantial support from UNOCI. The Committee was further informed that UNOCI will provide technical support in judicial and non-judicial mechanisms, mapping the justice sector, advising on institutional reforms, developing and conducting human rights training for the future

new national army and offering support for the establishment of a vetting process. In addition, UNOCI plans to strengthen its human rights monitoring, investigation and reporting capacity following the violations of human rights committed during the post-elections crisis (A/66/529, para. 5).

37. In the Human Rights Section, a total of five posts and positions are proposed to establish a Transitional Justice Unit, comprising one P-4 post, one P-3 post, one National Professional Officer post, one national General Service post and one United Nations Volunteer position, to provide technical and substantive support to the Dialogue, Truth and Reconciliation Commission and to ensure that the Commission is established and operates in accordance with international principles and standards. A P-4 Human Rights Officer is proposed to lead the Unit along with the support of one P-3 Human Rights Officer, one United Nations Volunteer and one National Professional Officer to assist victims and witnesses. A national General Service post is also proposed to support the Human Rights Officers. The Advisory Committee was informed that, in light of the severe impact of the crisis on the social fabric in the country and the weak capacity of national authorities in transitional justice issues, the Dialogue, Truth and Reconciliation Commission will require substantial support to effectively fulfil its mandate (A/66/529, para. 24). **While the Advisory Committee recognizes that UNOCI has additional responsibilities related to the support of the Dialogue, Truth and Reconciliation Commission under the mandate, it does not consider that all the posts requested for the Transitional Justice Unit have been fully justified, and therefore recommends approval of one P-4 post, one United Nations Volunteer position, one National Professional Officer post and one national General Service post for the Unit.**

38. A total of five new posts and positions are proposed for the Special Investigation Unit within the Human Rights Section, comprising one P-3 Human Rights Officer to serve as the head of the Special Investigation Unit and the Human Rights Call Centre, and four Human Rights Officers (United Nations Volunteers) to support the unit head (A/66/529, para. 25). Upon enquiry, the Advisory Committee was informed that Special Investigation Unit will be tasked with monitoring, investigating and reporting on violations of human rights and international humanitarian law that were committed in Côte d'Ivoire and that the Unit will be critical in providing timely and accurate information on human rights violations to ensure that the Security Council is kept regularly informed on the human rights situation in Côte d'Ivoire. The Committee was further informed that the situation in Côte d'Ivoire remains highly fragile and violations of human rights and international humanitarian law continue to be reported, and the human rights situation risks further deterioration during the upcoming elections. **The Advisory Committee recommends approval of the proposed posts (1 P-3 and 4 United Nations Volunteers) for the Special Investigation Unit.**

39. The Secretary-General proposes three posts and positions for the Toulépleu Regional Office, comprising one Human Rights Officer at the P-3 level, one United Nations Volunteer Human Rights Officer and one national General Service level Administrative Assistant/Driver/Interpreter, to strengthen the implementation of UNOCI's human rights mandate in an area along the border with Liberia, which was heavily affected by the post-electoral crisis (A/66/529, para. 26). **The Advisory Committee recommends approval of the proposed posts for the Toulépleu Regional Office (1 P-3, 1 national General Service and 1 United Nations Volunteer).**

Civil Affairs Section

40. For the Civil Affairs Section, the Secretary-General proposes a total of 14 posts and positions, comprising one P-4 post, two P-3 posts and three National Professional Officers; two Administrative Assistants at the national General Service level; and six United Nations Volunteers positions.

41. The Secretary-General indicates in his report that the Civil Affairs Section is expected to play a more active role in implementing tasks related to the redeployment of State administration and the extension of State authority throughout the country, in addition to performing tasks related to the promotion of national and community reconciliation, including the establishment and functioning of mechanisms to prevent, mitigate or resolve conflict, in particular at the local level to foster social cohesion (A/66/529, para. 27).

42. It is indicated that the mandated tasks of UNOCI to assist national authorities in the resumption of fiscal and customs services require professional experience in public finance, which is currently not available within the UNOCI Civil Affairs Section. The Advisory Committee was informed that a P-4 post of Public Finance Coordinator and one P-3 post for Public Finance Officer are proposed in the Civil Affairs Section to conduct activities in support of the restoration of State authority and specifically related to the reunification of the treasury. The Public Finance Coordinator will head a newly created Public Finance Unit in the Civil Affairs Section and will be based in Abidjan, whereas the P-3 Public Finance Officer will be based in Bouaké, in the northern part of the country. The eight seconded customs officers, authorized by the Security Council in paragraph 3 of its resolution 2000 (2011), will report through the Public Finance Coordinator to the Head of the Civil Affairs Section.

43. The Advisory Committee was further informed that the P-3 Civil Affairs Officer post and three National Professional Civil Affairs Officer posts are proposed to implement tasks related to the redeployment of State administration and the extension of State authority in the west and south of the country, in addition to performing tasks related to the promotion of national and community reconciliation, including the establishment and functioning of mechanisms to prevent, mitigate or resolve conflict, in particular at the local level, and to foster social cohesion. The P-3 post of Civil Affairs Officer will be based in Abidjan to support all civil affairs activities in the Abidjan district and the Lagunes, Agnéby and Sud Comoe regions, while the three National Professional Civil Affairs Officers are proposed to support the implementation of activities in sensitive areas in the west and south of the country.

44. **The Advisory Committee recommends approval of the proposed posts for the Civil Affairs Section (1 P-4, 2 P-3, 3 National Professional Officers, 2 national General Service and 6 United Nations Volunteers).**

Component 3: peace process

	Posts[a]	*Level*
Approved for 2011/12	166	3 D-1, 1 P-5, 14 P-4, 13 P-3, 1 P-2, 5 Field Service, 30 National Professional Officers, 81 national General Service, 18 United Nations Volunteers
Proposed under supplementary estimates 2011/12	328	4 D-1, 3 P-5, 14 P-4, 20 P-3, 2 P-2, 5 Field Service, 30 National Professional Officers, 81 national General Service, 169 United Nations Volunteers
Proposed posts and positions	162	1 D-1, 2 P-5, 7 P-3, 1 P-2, 151 United Nations Volunteers

[a] Includes posts and temporary positions.

45. Under component 3, peace process, the Secretary-General proposes a total of 162 new posts and positions, comprising one D-1, two P-5, seven P-3 and one P-2 post, as well as 151 United Nations Volunteers for the Electoral Assistance Office. The recommendation of the Advisory Committee on the proposed staffing of the Electoral Assistance Office is provided in paragraph 53 below.

46. In accordance with its mandate to support the coordination of legislative elections and associated certification activities, UNOCI will provide logistical and technical assistance to the Government of Côte d'Ivoire at an estimated cost of $12,860,300 (A/66/529, para. 6). Upon enquiry, the Advisory Committee was informed that, in accordance with the electoral support plan, UNOCI will be responsible for the dispatching of both non-sensitive and sensitive electoral material from the Abidjan and Yamoussoukro logistics bases to 70 departments, as well as retrieving tally sheets (procès verbaux) from the departments and delivering them to Abidjan.

47. The Secretary-General proposes a total of 152 new positions for the Electoral Assistance Cell, comprising one P-5 position, five P-3 positions, one P-2 post and 145 United Nations Volunteers positions. It is indicated in the Secretary-General's report that, as a result of the post-electoral crisis, there is a need to organize awareness-raising campaigns to sensitize voters on the legislative elections and ensure the same high level of voter turnout as witnessed during the presidential elections. This work will require the production of posters, leaflets, special broadcasts both on national and local radio stations, including UNOCI FM, as well as outreach and large-scale awareness campaigns. It is therefore proposed to establish 145 United Nations Volunteers positions, comprising three Operations Assistants, three Research Assistants, 138 Electoral Officers and one Associate Electoral Officer within the Electoral Assistance Cell within the Electoral Assistance Office (A/66/529, para. 28).

48. A P-5 Chief Electoral Officer position is proposed for the Electoral Assistance Cell under the Electoral Assistance Office to coordinate support for the upcoming legislative elections. It is indicated in the report that the Chief Electoral Officer will advise and assist the Independent Electoral Commission in developing operational programmes and processes to support electoral activities; provide policy advice to the Independent Electoral Commission on development of appropriate strategies for electoral operations; be responsible for providing guidance and technical advice on the development of operational plans and timelines and on the preparation of estimated budgets for electoral activities, as necessary; and facilitate proper coordination to ensure needed preparations are undertaken to hold election activities

(A/66/529, para. 29). Five P-3 Electoral Officer positions are also proposed for managing the Regional Electoral Office's day-to-day operations, as well as the coordination and management of the electoral process at the regional level at Abidjan, Daloa, Daoukro, Korhogo, San Pedro and Yamoussoukro. One P-2 Electoral Officer position is proposed to support the electoral process at the regional level in Abengourou.

49. The Secretary-General proposes a total of 10 posts and positions for the Certification Assistance Cell of the Electoral Assistance Office, comprising one D-1 Chief Electoral Officer position, one P-5 Senior Electoral Affairs Officer position, one P-3 Electoral Officer position and one P-3 Public Information Officer position to manage the coordination of the legislative elections, in addition to six United Nations Volunteers positions for one Administrative Assistant, three Public Information Officers, one Information Analyst, and one Public Information Officer to assist in the central coordination office as well as the 16 regional electoral offices during the upcoming legislative elections.

50. The Advisory Committee was informed that the proposed staffing will give the Certification Assistance Cell the capacity to closely monitor the different stages of the electoral process and provide the Special Representative of the Secretary-General with the necessary assistance to certify the results of the parliamentary elections. Because the parliamentary elections involve 255 members of parliament, spread across more than 205 electoral constituencies, the tasks and activities of the Certification Assistance Cell are anticipated to increase as it covers a greater number of candidates for the legislative elections, as compared to the presidential elections.

51. The Advisory Committee recalls that the Secretary-General had informed the Committee that he had authorized the extension of all the temporary positions in the Electoral Assistance Office, comprising one D-1, two P-5, seven P-3, one P-2 and 151 United Nations Volunteers, through 31 December 2011 under general temporary assistance in support of the elections.

52. Upon enquiry, the Advisory Committee was informed that all of the posts and positions proposed under component 3 are linked to the electoral calendar and, as they are temporary in nature, will not be required beyond 30 June 2012.

53. **Bearing in mind the explanation provided in paragraph 52 above, the Advisory Committee recommends approval of the Secretary-General's proposals for the temporary posts and positions for the Electoral Assistance Office (one D-1, two P-5, seven P-3, one P-2 and 151 United Nations Volunteers).**

Component 4: law and order

	Posts[a]	*Level*
Approved for 2011/12	44	1 D-1, 2 P-5, 6 P-4, 2 P-3, 1 P-2, 3 Field Service, 7 National Professional Officer, 18 national General Service, 4 United Nations Volunteers
Proposed under supplementary estimates 2011/12	55	2 D-1, 3 P-5, 6 P-4, 10 P-3, 1 P-2, 3 Field Service, 7 National Professional Officer, 18 national General Service, 5 United Nations Volunteers
Proposed posts and positions	11	1 D-1, 1 P-5, 8 P-3, 1 United Nations Volunteer

[a] Includes posts and positions.

54. Under component 4, law and order, the Secretary-General proposes a total of 11 new posts and positions, comprising one D-1, one P-5 and eight P-3 posts, as well as one United Nations Volunteer; in addition to 26 Government-provided personnel, for the Rule of Law, Judicial System and Prison Advisory Section.

55. It is indicated in the report that a new post of Chief of the Section at the D-1 level is proposed under the direct supervision of the Principal Deputy Special Representative of the Secretary-General for Operations and Rule of Law to manage the overall administration and implementation of activities within the Rule of Law, Judicial System and Prison Advisory Section, which includes the Justice Support Component and the Corrections Support Component (A/66/529, para. 33). The Advisory Committee was informed, upon enquiry, that the Judicial System and Prison Advisory Section post should be headed at the D-1 level, rather than the current P-5 level, because of the greater focus on issues pertaining to providing support to judicial and prison institutions in Côte d'Ivoire and the complex nature of tasks under the new mandate. In addition, the functions of the post demand that the incumbent interact at the ministerial level with Government representatives, donors, Member States and civil society.

56. The Secretary-General proposes a total of six new posts for the Corrections Support Component of the Rule of Law, Judicial System and Prison Advisory Section, comprising one P-5 post and five P-3 posts, in addition to 25 Government-provided personnel. The P-5 Senior Corrections Officer is proposed as head of the Corrections Support Component, who will work under the authority of the D-1 Chief of Rule of Law, Judicial System and Prison Advisory Section. The incumbent will lead and manage the overall development and implementation of UNOCI strategies related to the strengthening and development of the prison system in Côte d'Ivoire (A/66/529, para. 34). The Advisory Committee notes that the Corrections Support Component is currently headed by a P-4 Corrections Officer, and that this post will become part of the new Rule of Law Liaison and Coordination Cell within the Section, where the Officer will provide direct technical support to the Cell in order to ensure that the National Prison Service forms part of the justice sector reform (ibid, para. 35). Working under the supervision of the proposed P-5 Senior Corrections Officer, five new Corrections Officers at the P-3 level will coordinate assistance provided to the 33 local detention facilities by region. It is further indicated in the report that five additional P-3 Correctional Officer posts are proposed. Each officer is to manage one local facility in addition to providing more comprehensive coverage to priority prison sites. An additional 25 Government-provided Corrections Officers are requested to cover a total of 33 detention facilities to ensure that one Government-provided person is available for each facility.

57. The Secretary-General proposes two new posts and positions for a Rule of Law Liaison and Coordination Cell, comprising one P-3 Judicial Affairs Officer and one United Nations Volunteer Judicial Affairs Officer, in addition to one Government-provided officer, to assist the Ministry of Justice in developing and implementing a national justice sector strategy and related initiatives. The Rule of Law, Judicial System and Prison Advisory Section is now expanding its activities in the judiciary throughout the country, in particular in Abidjan and in the western part of the country where the most serious fighting and destruction took place. The Secretary-General is proposing one P-3 Judicial Affairs Officer post for each of these two field offices to provide support to national authorities for capacity

development through technical assistance, co-location and mentoring programmes for judicial personnel (A/66/529, para. 38).

58. **The Advisory Committee recommends approval of the Secretary-General's proposals for 37 posts and positions for the Rule of Law, Judicial System and Prison Advisory Section (1 D-1, 1 P-5, 8 P-3, 1 United Nations Volunteer and 26 Government-provided personnel).**

Component 5: support

	Posts[a]	*Level*
Approved for 2011/12	1 011	1 D-1, 3 P-5, 25 P-4, 46 P-3, 10 P-2, 228 Field Service, 13 National Professional Officers, 571 national General Service, 114 United Nations Volunteers
Proposed under supplementary estimates 2011/12	1 054	1 D-1, 3 P-5, 25 P-4, 47 P-3, 10 P-2, 242 Field Service, 15 National Professional Officers, 588 national General Service, 123 United Nations Volunteers
Proposed posts and positions	43	1 P-3, 14 Field Service, 2 National Professional Officers, 17 national General Service, 9 United Nations Volunteers

[a] Includes posts and temporary positions.

59. Under component 5, support, the Secretary-General proposes a total of 43 new posts and positions, comprising one P-3, 14 Field Service, two National Professional Officer and 17 national General Service posts, as well as nine United Nations Volunteers positions.

60. Under Administrative Services, the Secretary-General proposes a total of 12 positions, comprising one Field Service, two National Professional Officer and eight national General Service posts, as well as one United Nations position, as follows:

(a) Office of the Chief, Administrative Services: one National Officer Translator or Interpreter position to manage the increased need for communications and document production activities;

(b) Personnel Section: one national General Service to provide assistance in the administration of the additional 265 civilian staff;

(c) General Services Section: five national General Service and one United Nations Volunteer Assistant to provide maintenance services to the new camps, including cleaning, fumigation and other sanitation-related work;

(d) Staff Counselling Unit: one National Professional Officer to provide assistance to the additional 265 civilian staff in terms of counselling services, in addition to the anticipated increase in cases handled by the Unit as a result of the post-election crisis.

61. Under Integrated Support Services, the Secretary-General proposes a total of 31 positions, comprising one P-3, 13 Field Service, 9 national General Service and 8 United Nations positions, as follows:

(a) Transport Section: two national General Service Vehicle Mechanics to perform the maintenance work for the proposed additional 53 vehicles;

(b) Contingent-owned Equipment Section: one P-3 Contingent-owned Equipment Officer and two Field Service Contingent-owned Equipment Assistants to facilitate scheduled inspections of contingent-owned equipment of the additional troops;

(c) Supply Section: one Field Service Rations Assistant and two Field Service Rations Quality Control Assistants to be assigned to the Bouaké warehouse to facilitate the quality control and management of all food rations supplied from the Bouaké logistics base, and one national General Service Fuel Assistant for the maintenance of the additional fuel log systems installed in both United Nations-owned and contingent-owned equipment owing to the increase in the number of troops;

(d) Joint Logistics Operation Centre: national General Service and two Field Service Joint Logistics Operation Assistants to facilitate proper coordination and movement of the additional troops that will be deployed to new camps;

(e) Engineering Section: one Field Service Geospatial Information Assistant to provide geo-information to the additional troops and provide training on the Global Positioning System; one Field Service Engineering Assistant, two United Nations Volunteers Engineering Assistants, one Field Service Electrician, one United Nations Volunteer Electrician, one Field Service Heating, Ventilation and Air Conditioning Technician, one United Nations Volunteer Heating, Ventilation and Air Conditioning Technician to perform required maintenance works at new camps; and one United Nations Volunteer Material Management Assistant to provide support to the expanded warehouse in Daloa;

(f) Movement Control Section: one Field Service Rotation Monitor and one United Nations Volunteer Flight Monitor to facilitate the increased number of rotations due to additional troops; one United Nations Volunteer deployed to Bouaké to assist in the rotation of troops in Sector East; one United Nations Volunteer to assist at the helipad with the movement of troops between new camps and one national General Service Warehouse Manager for the transit cargo;

(g) Air Operations Section: one Field Service Terminal Supervisor, one United Nations Volunteer Fire Marshall Supervisor and four national General Service Fire Marshall Assistants following the adoption of the International Civil Aviation Organization Standard requiring that each fire truck needs to have at least three firefighters; and one national General Service Ramp Manager to coordinate the ramp activities in Bouaké airport during the rotation of additional troops.

62. The Advisory Committee was informed that the 43 posts and positions under the support component are proposed as temporary positions required to support the additional uniformed personnel and related activities under the new mandate only through 30 June 2012.

63. **Bearing in mind the explanation provided in paragraph 62 above, the Advisory Committee recommends approval of the Secretary-General's proposals for temporary posts and positions under the support component (1 P-3, 14 Field Service, 2 National Professional Officers, 17 national General Service and 9 United Nations Volunteers).**

64. **Subject to the observations and recommendations contained in paragraphs 15, 25 and 37 above, the Advisory Committee recommends approval of the supplementary resources proposed by the Secretary-General for civilian personnel in UNOCI.**

Operational costs

(Thousands of United States dollars)

	Initial approved 2011/12	*Proposed 2011/12*	*Variance*
Operational costs	152 664.0	229 559.0	76 895.0

65. The Secretary-General proposes additional operational requirements for the period from 1 July 2011 to 30 June 2012 in the amount of $76,895,000, comprising:

(a) Official travel ($444,900);

(b) Facilities and infrastructure ($34,510,800): mainly attributable to (i) the acquisition of prefabricated facilities and related construction ($14.2 million); (ii) reimbursement for self-sustainment of contingent-owned equipment ($6.0 million); (iii) the acquisition of fuel tanks and pumps as well as petrol, oil and lubricants ($4.7 million); (iv) rental of premises ($4.1 million); (v) field defence supplies ($1.4 million); and (vi) utilities ($1.3 million);

(c) Ground transportation ($3,370,100): for the acquisition of 52 additional general purpose vehicles and one additional medium bus to cater for additional staff. Upon enquiry, the Advisory Committee was informed that UNOCI currently has an inventory of 1,053 vehicles, and that the 53 additional vehicles are required due to the additional staffing proposed, based on the established ratios, and that the required vehicles were not available from liquidating missions;

(d) Air transportation ($4,844,700): attributable to air rental and operation costs and associated fuel consumption costs for three MI-24 attack helicopters until 30 September 2011, and for two MI-8 military utility helicopters until 30 June 2012, which were not budgeted in the current period;

(e) Naval transportation ($30,000): attributable to increased requirements resulting from the rental and operation of three boats for a period of two months for the transportation of electoral cargo to areas in Côte d'Ivoire that are inaccessible by road in support of the legislative elections;

(f) Communications ($6,215,500): primarily attributable to provisions for reimbursement for self-sustainment of contingent-owned equipment ($3.0 million); the acquisition of equipment to provide telephone and data services, including the acquisition of additional satellite equipment and FM radio transmitters and related accessories to extend UNOCI FM radio coverage in the western part of the country ($1.4 million);

(g) Information technology ($2,548,600): due to the acquisition of information technology equipment required for additional staff;

(h) Medical services ($1,570,500): for reimbursement for self-sustainment of contingent-owned equipment;

(i) Special equipment ($1,117,800): for reimbursement for self-sustainment of contingent-owned equipment;

(j) Other supplies, services and equipment ($20,346,200): primarily attributable to the disarmament, demobilization and reintegration programme ($12.8 million); and to costs associated with the initiation of programmes relating to the clearing of unexploded ordnance and the management of weapons and ammunition ($5.0 million).

Facilities and infrastructure

66. The Advisory Committee was informed that UNOCI has already completed the construction of seven out of the nine proposed camps and that it is therefore currently operating from a total of 61 camps distributed in Abidjan Sector (16), in Sector West (26) and in Sector East (19). UNOCI had been operating from 54 locations and, as part of UNOCI's strategy to focus on Sectors West and South, the nine new camps will bring the total number of premises to 63. The two camps remaining under construction include one in Sector West and one in Abidjan Sector.

67. In addition to the construction of nine new camps and eight disarmament, demobilization and reintegration camps, the Advisory Committee was also informed that resource requirements related to facilities and infrastructure include provision for prefabricated structures to be installed in Anyama camp to be used for office accommodations, communications and information technology facility shelters and the establishment of a level II hospital. Water tanks will also be required to ensure availability of bulk water storage for the additional troops, and septic tanks for sewage containment and installation of wastewater treatment facilities and lift stations will need to be installed in Anyama and Yopougon to ensure that the wastewater from the camps are treated according to the required environmental standards. The major construction projects in progress in UNOCI are listed in annex III to the present report.

68. **The Advisory Committee recommends approval of the Secretary-General's proposals for operational costs, as summarised in the preceding paragraphs.**

Bouaké logistics base

69. The Advisory Committee recalls that it had been informed that, in response to the post-election crisis in Côte d'Ivoire, a revised concept of mission support was developed, which included the designation of Bouaké as the main airport of entry and exit in the mission area (see A/65/743/Add.14, para. 29). During its consideration of the Secretary-General's proposed supplementary estimates, the Committee was informed that UNOCI's main logistics base has since reverted to Abidjan, as the ports and airport have resumed normal operations. It was indicated, however, that Bouaké now serves as a secondary logistics base. Following the enhancement of the airport facilities in Bouaké, rotations of uniformed personnel are now conducted through Bouaké, as the usage of Yamoussoukro airport is restricted to aircraft not exceeding 50 tons. The Transport Mechanized Unit is accommodated in Bouaké following the upgrade of its facilities. The Bouaké logistics base is also used for warehousing fresh rations for some 6,000 troops located in Sectors East and West.

Quick-impact projects

70. It is indicated in the report that, in addition to the total of 40 quick-impact projects approved in the context of the UNOCI budget for the period 1 July 2011 to 30 June 2012, a provision of $1 million is proposed in 2011/12 to implement 40 additional quick-impact projects in the areas of restoration of public order (20); justice and corrections (10); and outreach, reconciliation and conflict management (10).

71. Upon enquiry on the status of implementation of the 40 quick-impact projects approved for the 2011/12 UNOCI budget, the Advisory Committee was informed that the UNOCI Quick-impact Project Review Committee has, as of November 2011, approved 37 projects, one of which has been completed and the remaining 36 were ongoing, representing expenditure and commitment of $801,831, or 80 per cent of the allocated $1 million. Thirteen of the 37 projects approved by the Review Committee are in Sector West, while 20 are in Sector South and four in Sector East. The areas to which the approved projects are directed are in the fields of human rights (two projects), in child protection (one project), internally displaced persons (five projects), HIV/AIDS and gender (three projects), rule of law (12 projects) and reconciliation and outreach (14 projects).

72. The Advisory Committee was further informed that the 40 additional quick-impact projects comprise: (a) 20 projects in a new area related to the restoration of public order ($500,000); (b) 10 projects for the strengthening of the two existing areas of justice and corrections ($250,000); and (c) 10 projects in support of the promotion of national reconciliation ($250,000). **The Advisory Committee recommends approval of the Secretary-General's proposals for the 40 additional quick-impact projects and expects that UNOCI will make every effort to implement all planned projects within the remaining timeframe of the budget for the period 1 July 2011 to 30 June 2012.**

Current expenditure and cash position

73. The Advisory Committee was informed that total expenditure at 30 November 2011 amounted to $281,356,000 equivalent to 57.8 per cent of the appropriation of $486,726,400 for the period 1 July 2011 to 30 June 2012. Regarding the cash position of the mission, the Committee was informed that, as at 30 November 2011, the amount of $114,500,000 remained available to the mission in cash, which translates into a balance of $42,332,000 in excess of the three-month operating reserve of $72,168,000.

II. Recommendations of the Board of Auditors and other issues

74. The Advisory Committee recalls the recommendation contained in its report on the proposed budget for the United Nations Operation in Côte d'Ivoire for the period 1 July 2011 to 30 June 2012 regarding the implementation of recommendations of the Board of Auditors on UNOCI (A/65/743/Add.14, para. 33), which are also contained in its report on the United Nations peacekeeping operations for the period from 1 July 2008 to 30 June 2009 (A/64/5 (Vol. II), chap. II). The Committee made a further enquiry about the issues raised by the Board that (a) there was no clear and auditable trail to demonstrate that the Operation's budget was properly allocated to the planned outputs, and (b) on the use

of a new database to improve tracking of implementation of recommendations of local committees on contracts in peacekeeping operations. The Committee notes that no updated information on those recommendations were contained in the Secretary-General's report, and was informed that the report was prepared on the understanding that those issues would be addressed in the context of UNOCI's 2012/13 budget proposals. **The Advisory Committee reiterates that the issues raised by the Board of Auditors, and the recommendations contained in its previous report on the budget for UNOCI for the period 1 July 2011 to 30 June 2012 remain valid. The Committee expects that they will be satisfactorily addressed in the context of the proposed budget for the period 1 July 2012 to 30 June 2013.**

75. The Advisory Committee also recalls that in paragraph 35 of its report on the UNOCI budget for the period 1 July 2010 to 30 June 2011 (A/64/660/Add.7) it had requested that information on efficiency gains that could be expected as a result of mission support initiatives should be included in future budget submissions for UNOCI. Upon enquiry, the Committee was informed that the procurement process for solar-powered pumps is expected to be finalized by the first quarter of 2012, that environmentally friendly wastewater equipment has been procured and that its installation at the Daloa and Korhogo camp sites will be finished by February 2012. The Committee was informed that the solar-powered pump project is expected to result in financial efficiencies in UNOCI in that it will reduce the usage and consumption of normal city power and backup generator power supply systems. **The Advisory Committee encourages UNOCI to continue to seek efficiencies and looks forward to receiving further information in this regard.**

76. The Advisory Committee was informed that a total of two death and disability claims remained outstanding as at 30 November 2011. **The Advisory Committee expects that UNOCI will ensure the expeditious settlement of death and disability claims.**

III. Conclusion

77. The action proposed by the Secretary-General to be taken by the General Assembly in connection with the financing of UNOCI for the period from 1 July 2011 to 30 June 2012 is indicated in paragraph 99 of the report of the Secretary-General (see A/66/529). **Subject to the observations and recommendations contained in paragraphs 15, 25 and 37 above, the Advisory Committee recommends that the General Assembly:**

(a) **Appropriate the amount of $165,353,500 for the maintenance of UNOCI for the 12-month period from 1 July 2011 to 30 June 2012, in addition to the amount of $486,726,400 already appropriated for the period;**

(b) **Assess the additional amount of $165,353,500 for the 12-month period from 1 July 2011 to 30 June 2012.**

Documentation

- Budget for the United Nations Operation in Côte d'Ivoire for the period from 1 July 2011 to 30 June 2012: supplementary estimates (A/66/529)

- Financial performance report for the period from 1 July 2008 to 30 June 2009 and proposed budget for the period from 1 July 2010 to 30 June 2011: report of the Advisory Committee on Administrative and Budgetary Questions (A/64/660/Add.7)
- Security Council resolution 2000 (2011)
- Security Council resolution 1942 (2010)
- Security Council resolution 1967 (2011)
- Report of the Group of Experts on Côte d'Ivoire pursuant to paragraph 11 of Security Council resolution 1946 (2010) (S/2011/272)
- Financial report and audited financial statements for the 12-month period from 1 July 2008 to 30 June 2009 and report of the Board of Auditors, volume II, United Nations peacekeeping operations (A/64/5 (Vol. II), chap. II)

Annex I

Current and projected expenditures of the United Nations Operation in Côte d'Ivoire for the period from 1 July 2011 to 30 June 2012

(Thousands of United States dollars)

	1 July-30 November 2011			*Projected 1 December-30 June 2012*			
	Apportionment	*Actual expenditure*	*Unencumbered balance*	*Expenditure*	*Total expenditure including projected*	*Estimated unencumbered balance as at 30 June 2011*	*Variance (percentage)*
	(1)	*(2)*	*(3)=(1)-(2)*	*(4)*	*(5)=(2)+(4)*	*(6)=(1)-(5)*	*(7)=(6)÷(1)*
Military and police personnel							
Military observers	10 687.2	4 501.1	6 186.1	6 186.1	10 687.2	—	—
Military contingents	181 665.1	116 653.3	65 011.8	121 075.6	237 728.9	(56 063.8)	(30.9)
United Nations police	23 026.3	7 670.1	15 356.2	19 998.3	27 668.4	(4 642.1)	(20.2)
Uniformed police unit	19 510.4	10 687.1	8 823.3	13 576.8	24 263.9	(4 753.5)	(24.4)
Subtotal	**234 889.0**	**139 511.6**	**95 377.4**	**160 836.8**	**300 348.4**	**(65 459.4)**	**(27.9)**
Civilian personnel							
International staff	67 804.1	32 326.3	35 477.8	43 941.9	76 268.2	(8 464.1)	(12.5)
National staff	20 048.7	9 274.4	10 774.3	13 602.6	22 877.0	(2 828.3)	(14.1)
United Nations Volunteers	7 949.3	3 852.2	4 097.1	12 256.9	16 109.1	(8 159.8)	(102.6)
General temporary assistance	3 371.3	1 297.5	2 073.8	6 002.2	7 299.7	(3 928.4)	(116.5)
Subtotal	**99 173.4**	**46 750.3**	**52 423.1**	**75 803.7**	**122 554.0**	**(23 380.6)**	**(23.6)**
Operational costs							
Government-provided personnel	877.1	226.0	651.1	1 471.2	1 697.2	(820.1)	(93.5)
Civilian electoral observers	—	—	—	—	—	—	—
Consultants	181.7	191.1	(9.4)	66.4	257.5	(75.8)	(41.7)
Official travel	3 526.9	2 258.7	1 268.2	1 713.1	3 971.8	(444.9)	(12.6)
Facilities and infrastructure	46 843.4	26 912.5	19 930.9	54 441.5	81 354.0	(34 510.6)	(73.7)
Ground transportation	11 953.2	6 721.3	5 231.9	8 602.0	15 323.3	(3 370.1)	(28.2)
Air transportation	52 806.8	39 070.1	13 736.7	18 581.4	57 651.5	(4 844.7)	(9.2)
Naval transportation	15.5	3.5	12.0	42.0	45.5	(30.0)	(193.5)
Communications	15 245.5	6 935.4	8 310.1	14 525.6	21 461.0	(6 215.5)	(40.8)
Information technology	5 057.3	2 775.6	2 281.7	4 830.3	7 605.9	(2 548.6)	(50.4)
Medical	6 320.4	3 483.9	2 836.5	4 407.0	7 890.9	(1 570.5)	(24.8)
Special equipment	3 501.9	1 751.0	1 750.9	2 868.7	4 619.7	(1 117.8)	(31.9)
Other supplies, services and equipment	5 334.3	4 136.3	1 198.0	21 544.2	25 680.5	(20 346.2)	(381.4)
Quick-impact projects	1 000.0	628.7	371.3	1 371.3	2 000.0	(1 000.0)	(100.0)
Subtotal	**152 664.0**	**95 094.0**	**57 570.0**	**134 464.8**	**229 558.8**	**(76 894.8)**	**(50.4)**

	1 July-30 November 2011			*Projected 1 December-30 June 2012*			
	Apportionment	*Actual expenditure*	*Unencumbered balance*	*Expenditure*	*Total expenditure including projected*	*Estimated unencumbered balance as at 30 June 2011*	*Variance (percentage)*
	(1)	*(2)*	*(3)=(1)-(2)*	*(4)*	*(5)=(2)+(4)*	*(6)=(1)-(5)*	*(7)=(6)÷(1)*
Gross requirements	**486 726.4**	**281 356.0**	**205 370.4**	**371 105.2**	**652 461.2**	**(165 734.8)**	**(34.1)**
Staff assessment income	10 723.0	4 844.5	5 878.5	6 700.0	11 544.5	(821.5)	(7.7)
Net requirements	**476 003.4**	**276 511.5**	**199 491.9**	**364 405.2**	**640 916.7**	**(164 913.3)**	**(34.6)**
Voluntary contributions in kind (budgeted)	—	—	—	—	—	—	—
Total requirements	**486 726.4**	**281 356.0**	**205 370.4**	**371 105.2**	**652 461.2**	**(165 734.8)**	**(34.1)**

Annex II

Proposed additional staffing for the United Nations Operation in Côte d'Ivoire for the period from 1 July 2011 to 30 June 2012

	International staff								*National staff*				
	D-1	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*FS*	*Total*	*NPO*	*GS*	*Total*	*UNV*	*Total*
Executive direction and management													
Office of the Special Representative of the Secretary-General													
Language Assistant and Interpreter or Translator for the National Professional Officer	—	—	—	—	—	—	—	—	1	(1)	—	—	—
Senior Security Sector Reform Officer (Principal Adviser)	1	—	—	—	—	1	—	1	—	—	—	—	1
Joint Mission Analysis Centre													
Information Analyst (political)	—	—	—	1	—	1	—	1	—	—	—	—	1
Embargo Cell													
Programme Officer	—	—	—	1	—	1	—	1	—	—	—	—	1
Subtotal, Executive direction and management	**1**	**—**	**—**	**2**	**—**	**3**	**—**	**3**	**1**	**(1)**	**—**	**—**	**3**
Component 1: safe and secure environment													
Disarmament, Demobilization and Reintegration Office													
Chief Operations Officer	—	1	—	—	—	1	—	1	—	—	—	—	1
Liaison Officer	—	—	1	—	—	1	—	1	—	—	—	—	1
Disarmament, Demobilization and Reintegration Officers	—	—	—	3	—	3	—	3	—	—	—	2	5
Information Systems Officers	—	—	1	—	1	2	—	2	—	—	—	—	2
Disarmament, Demobilization and Reintegration Officer (gender)	—	—	—	1	—	1	—	1	—	—	—	—	1
Security Sector Reform Section													
Chief Security Sector Reform Officer	1	—	—	—	—	1	—	1	—	—	—	—	1
Senior Security Sector Reform Officer	—	1	—	—	—	1	—	1	—	—	—	—	1
Security Sector Reform Officer	—	—	1	1	—	2	—	2	—	—	—	2	4
Programme Officer	—	—	—	—	—	—	—	—	1	—	1	—	1
Administrative Assistant	—	—	—	—	—	—	1	1	—	—	—	—	1

	International staff								National staff				
	D-1	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*FS*	*Total*	*NPO*	*GS*	*Total*	*UNV*	*Total*
Joint Operations Centre													
Senior Information Analyst	—	1	—	—	—	1	—	1	—	—	—	—	1
Subtotal, component 1	**1**	**3**	**3**	**5**	**1**	**13**	**1**	**14**	**1**	**—**	**1**	**4**	**19**
Component 2: humanitarian and human rights													
Office of Human Rights													
Human Rights Officer, Chief of Transitional Justice Unit	—	—	1	—	—	1	—	1	—	—	—	—	1
Human Rights Officer (Transitional Justice Unit)	—	—	—	1	—	1	—	1	1	—	1	1	3
Administrative Assistant/Driver/Interpreter (Transitional Justice Unit)	—	—	—	—	—	—	—	—	—	1	1	—	1
Human Rights Officer (Head of Special Investigation Unit and Human Rights Call Centre)	—	—	—	1	—	1	—	1	—	—	—	—	1
Human Rights Officer (Special Investigation Unit)	—	—	—	—	—	—	—	—	—	—	—	4	4
Human Rights Officer (Head of Toulépleu Regional Office)	—	—	—	1	—	1	—	1	—	—	—	—	1
Human Rights Officer (Regional Office Toulépleu)	—	—	—	—	—	—	—	—	—	—	—	1	1
Administrative Assistant/Driver/Interpreter (Toulépleu)	—	—	—	—	—	—	—	—	—	1	1	—	1
Civil Affairs Section													
Civil Affairs Officer	—	—	1	2	—	3	—	3	3	—	3	—	6
Administrative Assistant	—	—	—	—	—	—	—	—	—	2	2	6	8
Subtotal, component 2	**—**	**—**	**2**	**5**	**—**	**7**	**—**	**7**	**4**	**4**	**8**	**12**	**27**
Component 3: peace process													
Electoral Assistance Office													
Electoral Assistance Cell													
Chief Electoral Officer	—	1	—	—	—	1	—	1	—	—	—	—	1
Operations Assistant (for logistics)	—	—	—	—	—	—	—	—	—	—	—	3	3
Research Assistant	—	—	—	—	—	—	—	—	—	—	—	3	3
Electoral Officer	—	—	—	—	—	—	—	—	—	—	—	2	2
Electoral Officer (regional coordination)	—	—	—	5	1	6	—	6	—	—	—	7	13
Electoral Officer (UNV)	—	—	—	—	—	—	—	—	—	—	—	130	130

	International staff								National staff				
	D-1	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*FS*	*Total*	*NPO*	*GS*	*Total*	*UNV*	*Total*
Certification Assistance Cell													
Chief Electoral Officer	1	—	—	—	—	1	—	1	—	—	—	—	1
Senior Electoral Affairs Officer	—	1	—	—	—	1	—	1	—	—	—	—	1
Electoral Officer	—	—	—	1	—	1	—	1	—	—	—	—	1
Public Information Officer (media monitoring analyst)	—	—	—	1	—	1	—	1	—	—	—	—	1
Administrative Assistant	—	—	—	—	—	—	—	—	—	—	—	1	1
Public Information Officer (media monitoring)	—	—	—	—	—	—	—	—	—	—	—	3	3
Reporting Officer	—	—	—	—	—	—	—	—	—	—	—	1	1
Information Analyst	—	—	—	—	—	—	—	—	—	—	—	1	1
Public Information Officer	—	—	—	—	—	—	—	—	—	—	—	—	—
Subtotal, component 3	**1**[*]	**2**	**—**	**7**	**1**	**11**	**—**	**11**	**—**	**—**	**—**	**151**	**162**
Component 4: law and order													
Rule of Law, Judicial System and Prison Advisory Section													
Chief Rule of Law	1	—	—	—	—	1	—	1	—	—	—	—	1
Judicial Affairs Officer	—	—	—	3	—	3	—	3	—	—	—	—	3
Project Management Officer (Chief Corrections Officer)	—	1	—	—	—	1	—	1	—	—	—	—	1
Corrections Officer	—	—	—	5	—	5	—	5	—	—	—	—	5
Associate Judicial Affairs Officer	—	—	—	—	—	—	—	—	—	—	—	1	1
Subtotal, component 4	**1**	**1**	**—**	**8**	**—**	**10**	**—**	**10**	**—**	**—**	**—**	**1**	**11**
Component 5: support													
Administrative services													
Office of the Chief, Administrative Services													
Translator or Interpreter	—	—	—	—	—	—	—	—	1	—	1	—	1
Counselling Unit													
Staff Counsellor	—	—	—	—	—	—	—	—	1	—	1	—	1
Human resources													
Human Resources Assistant	—	—	—	—	—	—	—	—	—	1	1	—	1
Procurement													
Procurement Officer	—	—	—	—	—	—	1	1	—	—	—	—	1

	International staff								National staff				
	D-1	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*FS*	*Total*	*NPO*	*GS*	*Total*	*UNV*	*Total*
Procurement Assistant	—	—	—	—	—	—	—	—	—	2	2	—	2
General services													
Facilities Management Assistant	—	—	—	—	—	—	—	—	—	5	5	1	6
Subtotal, Administrative services	**—**	**—**	**—**	**—**	**—**	**—**	**1**	**1**	**2**	**8**	**10**	**1**	**12**
Integrated support services													
Contingent-owned equipment													
Contingent-Owned Equipment Officer	—	—	—	1	—	1	—	1	—	—	—	—	1
Contingent-Owned Equipment Assistant	—	—	—	—	—	—	2	2	—	—	—	—	2
Transport													
Vehicle Mechanic	—	—	—	—	—	—	—	—	—	2	2	—	2
Joint Logistics Operation Centre													
Logistics Assistant	—	—	—	—	—	—	2	2	—	—	—	—	2
Supply													
Supply Assistant	—	—	—	—	—	—	1	1	—	—	—	—	1
Quality Control Assistant	—	—	—	—	—	—	2	2	—	—	—	—	2
Fuel Assistant	—	—	—	—	—	—	—	—	—	1	1	—	1
Engineering													
Geographic Information System Assistant	—	—	—	—	—	—	1	1	—	—	—	—	1
Engineering Assistant	—	—	—	—	—	—	1	1	—	—	—	2	3
Electrician Technician	—	—	—	—	—	—	1	1	—	—	—	1	2
HVAC Technician	—	—	—	—	—	—	1	1	—	—	—	1	2
Material and Assets Assistant	—	—	—	—	—	—	—	—	—	—	—	1	1
Movement Control													
Movement Control Officer	—	—	—	—	—	—	1	1	—	—	—	—	1
Air Operations Assistant	—	—	—	—	—	—	—	—	—	—	—	1	1
Movement Control Assistant	—	—	—	—	—	—	—	—	—	—	—	1	1
Material and Assets Officer	—	—	—	—	—	—	—	—	—	1	1	—	1
Air operations													
Air Operations Officer	—	—	—	—	—	—	1	1	—	—	—	—	1
Air Operations Assistant	—	—	—	—	—	—	—	—	—	—	—	1	1

	International staff								*National staff*				
	D-1	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*FS*	*Total*	*NPO*	*GS*	*Total*	*UNV*	*Total*
Air Operations Assistant	—	—	—	—	—	—	—	—	—	4	4	—	4
Ramp Assistant	—	—	—	—	—	—	—	—	—	1	1	—	1
Subtotal, Integrated support services	—	—	—	1	—	1	13	14	—	9	9	8	31
Subtotal, component 5	—	—	—	1	—	1	14	15	2	17	19	9	43
Total	**4**	**6**	**5**	**28**	**2**	**45**	**15**	**60**	**8**	**20**	**28**	**177**	**265**

Abbreviations: FS, Field Service; GS, General Service; NPO, National Professional Officer; UNV, United Nations Volunteer.

Annex III

Summary of construction projects in progress

The Advisory Committee on Administrative and Budgetary Questions was informed that the following construction projects were in progress in the United Nations Operation in Côte d'Ivoire:

- The construction of facilities for accommodating the Malawi battalion and other elements (1,000-person camp) at Anyama in Abidjan
- The construction of a level II hospital at Anyama Camp in Abidjan
- The dismantling of all facilities and the closing of the camp at the Golf Hotel
- The construction of accommodation and related facilities at the American School and the Riviera School for redeployed troops from Golf Hotel
- The installation of additional prefabricated offices at the Sebroko compound
- The construction of storage facilities for medical and emergency rations stores at the Sebroko compound
- The construction of a new camp at Aboisso in Sector Abidjan
- The installation of United Nations tents for accommodating the Moroccan battalion at Tai Camp in Sector West
- The rehabilitation of the transit camp at Yamoussoukro
- The expansion of the level II hospital at Sector West headquarters
- The installation of prefabricated structures and ablution units for the deployment of new United Nations police at Toulépleu, Tabou and Issia
- The construction of a guardhouse at the Bouaké logistics base
- The construction of ablution blocks at Korhogo and Bondoukou in Sector West and the installation of prefabricated structures at the Bouaké logistics base

United Nations A/66/613

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Sixty-sixth session
Agenda item 70 (a)
Strengthening of the coordination of humanitarian and disaster relief assistance of the United Nations, including special economic assistance: strengthening of the coordination of emergency humanitarian assistance of the United Nations

Letter dated 13 December 2011 from the Secretary-General to the President of the General Assembly

I have the honour to refer to General Assembly resolution 60/124, by which the Advisory Group of the Central Emergency Response Fund was established to advise me on the use and impact of the Central Emergency Response Fund (CERF). In accordance with the provisions of paragraph 21 of that resolution, I have the honour to transmit herewith a note on the meeting of the Advisory Group which was held in New York on 26 and 27 October 2011.

As summarized in the note, the Advisory Group recognized continuing improvements in the performance and management of the Fund. The Group welcomed the positive findings of the five-year evaluation of the Fund. It noted that the evaluation highlighted some general inefficiencies in the humanitarian system and the need to enhance responsibility for collective results at the country level. The Advisory Group endorsed the evaluation recommendation that the CERF loan fund should be reduced to US$ 30 million and the balance transferred to the grant window, and asked the Fund secretariat to keep it informed of General Assembly discussions in that regard. The Group also considered a number of policy issues, including the timeliness of CERF-funded activities, the quality of reporting on results and the potential role of CERF in funding preparedness activities. The Advisory Group met with members of the Inter-Agency Standing Committee to discuss the effectiveness of CERF support to humanitarian interventions.

(*Signed*) **BAN** Ki-moon

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Annex

Note to the Secretary-General on the meeting of the Central Emergency Response Fund Advisory Group, held on 26 and 27 October 2011

Recommendations and conclusions

1. The Advisory Group of the Central Emergency Response Fund was established by the General Assembly in its resolution 60/124 to advise the Secretary-General, through the Under-Secretary-General for Humanitarian Affairs, on the use and impact of the Fund. The Advisory Group's second meeting for 2011 was held in New York on 26 and 27 October, with 16 members, including the six newly selected members, participating. The Chair of the Advisory Group, Mikael Lindvall (Sweden), presided over the meeting.

2. The Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator provided an update on the use and management of the Fund since the Advisory Group's previous meeting, in April 2011. She presented the results of the General Assembly-mandated five-year evaluation of the Fund, and the management response plan developed in response to the evaluation. Additionally, the Group discussed the key findings of the four country studies conducted under the performance and accountability framework. The Group considered a number of policy issues, including the timeliness of Central Emergency Response Fund (CERF)-funded activities, the quality of reporting on results, and the potential role of CERF in funding preparedness activities. In accordance with past practice, the Advisory Group met with partners from the Inter-Agency Standing Committee to discuss the effectiveness of CERF support to humanitarian interventions.

3. Following those discussions, the Group would like to offer the following findings and recommendations.

Five-year evaluation

4. The Advisory Group reviewed the findings of the five-year evaluation of CERF and the management response plan. The Group stated that the findings of the evaluation should serve to inform improvements in the effectiveness and the accountability of CERF and of recipient agencies. The Group also noted that the evaluation had highlighted some general inefficiencies in the humanitarian system, and the need to enhance responsibility for collective results at the country level.

5. The Advisory Group endorsed the five-year evaluation recommendation that the CERF loan fund should be reduced to US$ 30 million and the balance transferred to the grant window, and asked the CERF secretariat to keep it informed of the General Assembly's progress in that regard.

6. The Advisory Group asked that the CERF secretariat continue to encourage independent evaluations and reviews of CERF-funded activities by recipient United Nations agencies and the International Organization for Migration (IOM), along the lines of the evaluation by the Food and Agricultural Organization of the United Nations of its use of CERF funds, and requested the United Nations agencies and IOM to conduct similar independent evaluations or reviews of CERF-funded interventions.

7. The Advisory Group agreed to revisit and continue monitoring the progress of implementation of the management response plan at its subsequent meetings.

Management

8. The Advisory Group thanked the Emergency Relief Coordinator and the CERF secretariat for their continued professional management of the Fund and their continuing efforts to improve its efficiency and effectiveness. The Group commended the efforts to reach the target of US$ 450 million in annual funding set by the General Assembly. The Advisory Group expressed its appreciation of the secretariat's efforts to broaden and deepen the financial support for the Fund of Member States and the private sector, despite the difficult global economic circumstances.

9. Members of the Advisory Group acknowledged the role of the Fund in complementing and reinforcing humanitarian reform when there was effective leadership from the humanitarian country team and solid coordination arrangements were in place. The Group noted the importance of clarifying the accountability of the resident coordinator/humanitarian coordinator in the planning, coordination and use of CERF resources; it looked to the Inter-Agency Standing Committee to address those issues.

10. The Advisory Group acknowledged the effort made by the CERF secretariat to improve the quality and timeliness of field reporting over the past five years and the special attention given to working with resident coordinators/humanitarian coordinators who had provided substandard draft reports. The Group expressed concern for the overall quality of reporting by resident coordinators/humanitarian coordinators on country-level results, and stressed the need to move towards improved measurement of outcome. The Group acknowledged the need to improve reporting across the humanitarian system and beyond the Fund, and suggested that the improvements to CERF reporting could facilitate improvements at all levels. Particular mention was made of the need to work with United Nations agencies and IOM at the country level to better integrate monitoring and reporting frameworks. The Group requested the Emergency Relief Coordinator to work with the principals of the Inter-Agency Standing Committee to improve narrative reporting on and monitoring of the use of CERF funds.

11. The Advisory Group praised the efforts made by the CERF secretariat to continuously and systematically reduce the time needed to allocate and disburse funds to recipient United Nations agencies, but, as at previous meetings, expressed serious concern about the pace of disbursement from recipient United Nations agencies to implementing partners. Acknowledging the possible difficulty of determining what proportion of funds were allocated to implementing partners, the Group requested that the CERF secretariat continue working with United Nations agencies and IOM to better measure the speed at which those funds were disbursed to their implementing partners. The Group also asked the secretariat to approach non-governmental organization implementing partners to collect data on the timeliness of disbursements of funds by United Nations agencies and 'OM. The Advisory Group requested further reporting on the timeliness of agency disbursements and asked that the CERF secretariat disseminate good practices in that regard, with a view to making urgent progress on that crucial issue.

12. On the question of programme support costs and subcontracting arrangements, the Advisory Group requested further information on the calculation of programme support costs by recipient agencies and implementing partners.

13. The Advisory Group requested the secretariat to provide further analysis on allocations to chronic conflict situations, particularly those which had been consistent recipients of funds, for a number of years, from the underfunded window, and on allocations for internally displaced persons and refugees, particularly those in camp situations.

14. The Advisory Group discussed the possible role of CERF in supporting disaster preparedness. While acknowledging the system-wide gaps in the financing and coordination of emergency preparedness, the Group expressed caution regarding the possible expansion of the mandate of CERF, stressing that the Fund worked well partly because it had a clear and simple mandate. As the question of preparedness is currently under discussion by the Inter-Agency Standing Committee, the Advisory Group requested that it be kept updated on the progress of those discussions during 2012.

15. On the issue of funding for protection, the Advisory Group reviewed CERF practice and reiterated that CERF should continue to fund protection activities that fit within the life-saving criteria.

Performance and accountability framework

16. The Advisory Group welcomed the findings and recommendations of the independent country reviews of the value-added of CERF in Bolivia, Colombia, Ethiopia and Zimbabwe. The Advisory Group reiterated its support for the performance and accountability framework country reviews as an instrument to review activities at the country level and distil good practices and lessons learned. The Group looked forward to further analysis of the contribution of CERF in the context of the ongoing crisis in the Horn of Africa, which would be provided in 2012 country reviews. Furthermore, the Group endorsed the secretariat's proposal to review the performance and accountability framework in 2012.

Administrative matters

17. The Advisory Group agreed to hold its next meeting in Geneva in 2012 and that the next meeting would primarily be used to discuss and review progress in the implementation of the management response matrix for the five-year evaluation, the performance and accountability framework, and issues related to the timeliness of programme implementation and the quality of reporting.

United Nations A/66/614

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Agenda item 134
Proposed programme budget for the biennium 2012-2013

Revised estimates: effect of changes in rates of exchange and inflation

Report of the Secretary-General

Summary

In accordance with established practice, the proposed programme budget is recosted prior to its adoption by the General Assembly. A preliminary recosting is reflected in the budget proposals of the Secretary-General issued earlier in 2011 as well as the relevant addenda and revised estimates.

The present report provides the updated projections for inflation and the effect of the evolution of operational rates of exchange in 2011 on the proposed programme budget for the biennium 2012-2013. The report includes the initial proposed programme budget (A/66/6) as well as the revised estimates and programme budget implications for the biennium 2012-2013.

After recosting, the resources under the expenditure sections would amount to $5,387.3 million and estimates of income would amount to $542.6 million, if the recommendations of the Advisory Committee on Administrative and Budgetary Questions were applied to the proposals of the Secretary-General.

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1. In accordance with established practice, the proposed programme budget is normally presented at the same price levels and rates of exchange as the current programme budget. At the same time, the proposed programme budget contains provisions for anticipated increases owing to inflation. These are isolated and are presented separately in the column entitled "recosting" in the budget tables. The programme budget is subsequently recosted three times in the biennial cycle, as follows:

(a) The first such recosting is contained in the present report, which is submitted to the General Assembly for the purpose of updating the resource requirements in the proposed programme budget before an initial appropriation is approved;

(b) The second recosting is reflected in the revised estimates included in the first performance report on the programme budget, submitted by the Secretary-General at the end of the first year of the biennium in connection with approval of a revised appropriation;

(c) The third recosting is included in the second performance report, submitted at the end of the second year of the biennium, in connection with approval of the final appropriation.

2. In line with paragraph 1 (a) above, the present report includes updated projections on currency exchange rate and inflation. Bearing in mind the view of the Advisory Committee on Administrative and Budgetary Questions that the Secretariat should use such operational rates of exchange in recosting exercises as would allow for the lowest estimates (A/51/7/Add.1-9, document A/51/7/Add.6, para. 5), the present report provides updated information as at December 2011. The recosting in the present report is based on the initial budget proposals of the Secretary-General as well as on revised estimates,[1] amended in accordance with the recommendations of the Advisory Committee[2] as reflected in table 2.

3. The recommendations of the Advisory Committee which amount to decreased requirements totalling $24.9 million for expenditure sections, are provided in the Committee's reports on the proposed programme budget for the biennium 2012-2013.

4. While the General Assembly has yet to take action on the recommendations of the Advisory Committee, the recommendations have been taken into account to the extent that they can be specifically costed. This allows Member States to have a more comprehensive picture of the overall level of estimates when determining the appropriation for the biennium 2012-2013. Nevertheless, the inclusion of the effect of applying the recommendations of the Committee is provided without prejudice to decisions yet to be made on those recommendations.

5. Table 1 provides a summary of the results of the recosting based on parameters described below.

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[1] A/66/6 (Introduction) (Sect. 1), (Sect. 2), (Sect. 3) and Corr.1, (Sect. 4), (Sect. 5), (Sect. 6), (Sect. 7), (Sect. 8) and Corr.1, (Sect. 9), (Sect. 10), (Sect. 11), (Sect. 12), (Sect. 13) and Add.1, (Sects. 14-15), (Sect. 16) and Corr.1, (Sect. 17), (Sects. 18-19), (Sect. 20) and Corr.1, (Sect. 21), (Sect. 22), (Sect. 23), (Sect. 24) and Corr.1, (Sect. 25) and Corr.1, (Sect. 26) and Corr.1, (Sect. 27), (Sect. 28) and Corr.1, (Sect. 29), (Sect. 29A) and Corr.1, (Sects. 29B-29E), (Sect. 29F) and Corr.1, (Sect. 29G), (Sects. 30-37) and (income sects. 1-3); A/66/94, A/66/224, A/66/275 and Corr.1, A/66/279, A/66/319 and Corr.1, A/66/393, A/66/516, A/66/586, A/C.5/66/2, A/66/L.21 and A/C.3/66/L.29/Rev.1.

[2] A/66/7 and Corr.1 and Add.1-3, 5-7, 10, 14 and 17.

Table 1

Summary of recosting of the proposed programme budget for the biennium 2012-2013 (expenditure sections)

(Thousands of United States dollars)

Proposed programme budget before preliminary recosting (A/66/6)	*Preliminary recosting*	*Proposed programme budget after preliminary recosting (A/66/6)*	*Revised estimates and programme budget implications*[a]	*Proposed programme budget plus revised estimates and programme budget implications*[b]	*Adjustments recommended by the Advisory Committee*[c]	*Proposed programme budget plus the Advisory Committee adjustments*	*Recosting*					*Estimated appropriation*
							Exchange rate	*Inflation*	*Adjustment of salary standards*	*Adjustment of staff assessment*	*Total*	
(1)	*(2)*	*(3)=(1)+(2)*	*(4)*	*(5)=(3)+(4)*	*(6)*	*(7)=(5+6)*	*(8)*	*(9)*	*(10)*	*(11)*	*(12)=(8+9+10+11)*	*(13)=(12+7)*
5 196 993.4	146 764.7	5 343 758.1	40 782.0	5 384 540.1	(24 869.1)	5 359 671.0	116 239.0	66 977.4	(74 727.0)	(80 839.3)	27 650.1	5 387 321.1

[a] Including staff assessment and at preliminary 2012-2013 rates.

[b] See note 1 above.

[c] See note 2 and para. 4 above.

Table 2
Proposed programme budget, revised estimates and programme budget implications for the biennium 2012-2013

(Thousands of United States dollars)

Proposed programme budget, revised estimates and programme budget implications	*Secretary-General's proposals*	*Adjustments recommended by the Advisory Committee*	*Proposed programme budget plus the Advisory Committee's adjustments*
Initial proposed programme budget (A/66/6)	5 343 758.1	(19 803.7)	5 323 954.4
Administration of justice at the United Nations (A/66/275 and Corr.1)	8 943.1	(352.1)	8 591.0
Enterprise information and communications technology initiatives (A/66/94)	6 423.4	(3 188.0)	3 235.4
Progress report on the strategic heritage plan of the United Nations Office at Geneva (A/66/279)	4 069.7	(385.1)	3 684.6
Activities of the Office of the United Nations Ombudsman and Mediation Services (A/66/224)	933.1	(440.6)	492.5
Revised estimates for 2012-2013, Office of the Director General, United Nations Office at Nairobi (A/66/393)	520.2	(301.3)	218.9
Revised estimates for 2012-2013 organizational resilience management system: emergency management framework (A/66/516)	3 141.3	—	3 141.3
Convention on the Rights of Persons with Disabilities and the Optional Protocol thereto (A/C.3/66/L.29/Rev.1)	2 993.2	—	2 993.2
Revised estimates resulting from resolutions and decisions adopted by the Human Rights Council at its sixteenth, seventeenth and eighteenth sessions (and any special sessions held in 2011) (A/66/586)	13 441.8	TBD[a]	13 441.8
Programme budget implications of draft resolution A/66/L.21 on oceans and the law of the sea	815.8	—	815.8
Administrative and financial implications arising from the report of the United Nations Joint Staff Pension Board (A/C.5/66/2)	(897.9)	—	(897.9)
Activities of the Ethics Office (A/66/319 and Corr.1)	398.3	(398.3)	—
Subtotal: revised estimates and programme budget implications (including staff assessment)[b]	**40 782.0**	**(5 065.4)**	**35 716.6**
Proposed programme budget with revised estimates and programme budget implications	**5 384 540.1**	**(24 869.1)**	**5 359 671.0**

[a] To be determined.
[b] Amount including $0.5 million for preliminary recosting.

6. The proposed revised recosting parameters to be applied for this first recosting in the biennial cycle, compared with the assumptions applied in the preliminary recosting included in the proposed programme budget for the biennium 2012-2013, are set out in the following schedules:

Schedule 1. Rates of exchange relative to the United States dollar and annual rates of inflation by duty station

Schedule 2. Post-adjustment multipliers by duty station

Schedule 3. Annual cost-of-living adjustments by duty station (General Service)

Schedule 4. Common staff costs rates by duty station

Schedule 5. Effects of recosting by budget section and main determining factor

7. The estimated additional requirement of $116.2 million in respect of exchange-rate fluctuations reflects the weakening of the United States dollar against a number of currencies. In the present recosting, the latest United Nations operational rates of exchange (those in effect as at December 2011), which yield the lowest estimates, have been used as the basis for recosting for all duty stations.

8. Updated inflation projections consist of three components. For Professional staff, while base salaries are not affected by exchange rates, as they are denominated in United States dollars, the post-adjustment component moves in response to changes in both inflation and exchange rates. Updated projections for post adjustments have been provided by the International Civil Service Commission (ICSC). As for General Service salary and non-post requirements, changes are attributable to updated projected rates of inflation relative to those originally estimated. It should be noted that updated inflation for the biennium 2012-2013 is against the realized level of inflation in 2011.

9. The estimated increase in requirements of $67 million due to inflation reflect higher requirements in respect of updated projection of post adjustment for Professional staff ($34.9 million), General Service cost-of-living adjustments ($1 million), staff assessment ($6.5 million) and non-post objects of expenditure ($24.6 million).

10. Table 3 reflects the requirements due to inflation and exchange-rate fluctuation by duty station.

Table 3
Requirements due to inflation and exchange-rate fluctuations by duty station
(Thousands of United States dollars)

Duty station/office	*Exchange rate*	*Inflation*
Vienna	707.2	4 133.0
Santiago	(2 094.4)	416.0
Addis Ababa	(5 198.4)	21 083.5
United Nations Military Observer Group in India and Pakistan	(2 145.2)	1 645.4
Economic and Social Commission for Western Asia	(27.5)	1 257.5
Gaza/United Nations Relief and Works Agency for Palestine Refugees in the Near East/United Nations Truce Supervision Organization	(1 132.4)	4 992.2
Nairobi	(10 555.7)	9 903.8
Mexico	(687.1)	514.1
The Hague	149.2	1 503.4
Bangkok	3 134.5	3 255.3

Duty station/office	*Exchange rate*	*Inflation*
Port of Spain	(73.5)	78.3
New York	—	50 601.8
Security field offices	—	2 412.3
Geneva	134 162.3	(35 956.8)
Information centres	—	1 137.6
Total	**116 239.0**	**66 977.4**

11. The common staff costs and standard salary costs for local field security posts are also adjusted to reflect the actual experience (2008-2009 and January 2010 to October 2011 for common staff costs and 2010 for local field security posts) compared with those assumed in the proposed programme budget for the biennium 2012-2013. The net effect of these adjustments amounts to decreased requirements of $74.7 million, including $47.2 million for common staff costs and $27.5 million for the local field security posts.

12. The recosting reflected in the present document also takes into account the recommendation of ICSC contained in paragraph 120 (b) of its report (A/66/30 and Corr.2) on a 15 per cent reduction in the staff assessment. As a result, a net downward adjustment of $80.8 million is reflected in staff assessment provisions under section 37, staff assessment.

13. Schedule 5 contains a detailed listing, by budget section, of the revised estimates for the biennium 2012-2013 resulting from the recosting of the resource requirements of the expenditure sections in the proposed programme budget, including the adjustments related to the recommendations of the Advisory Committee, using the parameters contained in the present report.

14. It is proposed that the foregoing budget parameters also be applied to the income sections. The revised estimates for the income sections are summarized in table 4.

15. Over the previous eight bienniums (1996-1997 to 2010-2011), projections used for recosting at the time of the revised estimates (in December, prior to the start of the respective biennium) have proved sometimes too high, and were reduced downward at the time of the first performance report, and sometimes too low, in which case additional appropriation was sought. Similar upward or downward adjustments have been made at the time of the second performance reports.

16. As indicated in the second performance report on the programme budget for the biennium 2010-2011 (A/66/578), a hedging programme for part of the foreign currency exposure would turn the inevitable uncertainty of projections into the certainty of forward contracts.

17. While a significant part of the foreign currency exposure can be hedged, certainty with regard to inflation, for example, inflation as an element of post adjustments and cost-of-living adjustments which make up most of the inflation component, cannot be obtained upfront. Certainty with respect to post adjustments and cost-of-living adjustments can be obtained only when the actual adjustments are known: for the first year of the biennium at the time of the first performance report, and for the full biennium at the time of the second performance report.

Table 4

Revised estimates for income sections 1 to 3 of the proposed programme budget for the biennium 2012-2013

(Thousands of United States dollars)

Income section	*Proposed programme budget (1)*	*Adjustments recommended by the Advisory Committee[a] (2)*	*Proposed programme budget plus the Advisory Committee adjustments (3)=(1+2)*	*Increase/ (decrease)*	*Revised estimates*
1. Income from staff assessment	560 139.8	(210.7)	559 929.1	(69 583.9)	490 345.2
2. General income	52 495.8		52 495.8	4.8	52 500.6
3. Services to the public	62.2		62.2	(300.1)	(237.9)
Total	**612 697.8**	**(210.7)**	**612 487.1**	**(69 879.2)**	**542 607.9**

[a] See note 2 and para. 4 above.

Schedule 1

Rates of exchange relative to the United States dollar and annual rates of inflation by duty station

	Rates of exchange, 2012-2013		*Rates of inflation applicable to non-post objects of expenditure*						
			Proposed programme budget			*Present report*			
Duty station/office (currency)	*Proposed programme budget*	*Present report[a]*	*2011[b]*	*2012[c]*	*2013[c]*	*2010[d]*	*2011[d]*	*2012[c]*	*2013[c]*
Vienna (euro)	0.753	0.750	1.9	1.7	1.8	1.7	3.3	1.9	1.8
Santiago (Chilean peso)	509.417	521.000	3.5	3.3	3.1	1.4	3.3	3.4	3.4
Addis Ababa (Ethiopian birr)	16.380	17.170	11.0	11.0	11.0	8.1	28.8	15.7	9.7
United Nations Military Observer Group in India and Pakistan (rupee)	45.835	51.950	6.4	5.2	5.2	12.0	6.8	8.0	8.3
Beirut (Lebanese pound)	1 500.417	1 501.000	3.2	3.2	3.2	4.0	5.2	2.8	3.0
Gaza (shekel)[e]	3.745	3.780	2.4	2.2	2.6	2.7	3.4	2.1	2.2
Nairobi (Kenyan shilling)	80.950	90.000	5.4	5.5	5.6	4.0	11.0	6.7	5.6
Mexico City (Mexican peso)	12.860	13.600	4.0	4.0	3.6	4.2	3.5	3.7	3.9
The Hague (euro)	0.753	0.750	1.0	1.3	1.4	1.3	2.3	2.0	1.8
Bangkok (baht)	32.050	31.270	2.0	2.2	2.4	3.3	4.1	4.0	2.9
Port of Spain (Trinidad and Tobago dollar)	6.282	6.340	5.9	5.9	5.9	10.5	4.9	5.7	5.4
New York (United States dollar)	1.000	1.000	1.0	1.9	2.5	1.6	3.0	2.1	2.3
Geneva (Swiss franc)	1.046	0.921	0.8	1.0	1.3	0.7	0.4	0.1	1.1
United Nations information centres[f]	1.000	1.000	1.0	1.9	2.5	1.6	3.0	2.1	2.3

[a] December 2011 rate of exchange.
[b] Revised 2010-2011 appropriations.
[c] Projected.
[d] Final 2010-2011 estimates.
[e] Including the United Nations Relief and Works Agency for Palestine Refugees in the Near East and the United Nations Truce Supervision Organization.
[f] Reflecting New York inflation.

Schedule 2
Post-adjustment multipliers by duty station

	Proposed programme budget			*Present report*			
Duty station/office	*2011*[a]	*2012*[b]	*2013*[b]	*2010*[c]	*2011*[c]	*2012*[b]	*2013*[b]
Vienna	58.7	55.5	56.7	56.9	64.0	59.50	62.17
Santiago	47.3	52.9	55.5	46.3	52.7	54.10	54.10
Addis Ababa	44.9	37.9	41.1	44.2	40.1	48.20	53.52
United Nations Military Observer Group in India and Pakistan	41.3	41.2	44.9	38.0	40.1	41.40	44.27
Beirut	48.8	49.4	52.0	46.4	50.2	56.80	59.60
Gaza[d]	49.3	52.1	54.1	47.6	54.9	56.80	57.37
Nairobi	44.9	35.2	38.8	35.7	33.0	38.52	43.10
Mexico	42.2	41.9	43.6	43.5	45.3	42.27	45.17
The Hague	52.0	48.6	49.1	50.5	57.5	53.53	56.13
Bangkok	42.9	44.6	46.2	41.8	45.1	49.45	52.18
Port of Spain	53.4	51.5	55.5	49.7	51.0	51.67	54.18
New York	63.5	61.8	63.3	63.5	63.1	67.08	70.08
Security field offices	38.7	41.3	44.9	37.6	39.8	42.72	46.00
Geneva	81.7	95.7	95.7	81.0	109.8	101.50	101.50
United Nations information centres	42.3	45.0	48.6	41.2	42.3	45.30	48.64

[a] Revised 2010-2011 appropriations.
[b] Projected.
[c] Final 2010-2011 estimates.
[d] Including the United Nations Relief and Works Agency for Palestine Refugees in the Near East and the United Nations Truce Supervision Organization.

Schedule 3
Annual cost-of-living adjustments by duty station (General Service)
(Percentage)

	Proposed programme budget			*Present report*		
Duty station/office	*2011*[a]	*2012*[b]	*2013*[b]	*2011*[c]	*2012*[b]	*2013*[b]
Vienna	1.9	1.7	1.8	1.27	1.9	1.8
Santiago	3.5	3.3	3.1	1.06	3.4	3.4
Addis Ababa	11.0	11.0	11.0	10.34	15.7	9.7
United Nations Military Observer Group in India and Pakistan	6.4	5.2	5.2	3.15	8.0	8.3
Beirut	3.2	3.2	3.2	3.98	2.8	3.0
Gaza[d]	2.4	2.2	2.6	4.22	2.1	2.2
Nairobi	5.4	5.5	5.6	5.11	6.7	5.6
Mexico	4.0	4.0	3.6	2.97	3.7	3.9
The Hague	1.0	1.3	1.4	1.86	2.0	1.8
Bangkok	2.0	2.2	2.4	2.29	4.0	2.9

Duty station/office	Proposed programme budget			Present report		
	2011[a]	2012[b]	2013[b]	2011[c]	2012[b]	2013[b]
Port of Spain	5.9	5.9	5.9	1.78	5.7	5.4
New York	1.0	1.9	2.5	1.11	2.1	2.3
Security field offices	1.0	1.9	2.5	1.11	2.1	2.3
Geneva	0.8	1.0	1.3	0.63	0.1	1.1
United Nations information centres	1.0	1.9	2.5	1.11	2.1	2.3

[a] Revised 2010-2011 appropriations.
[b] Projected.
[c] Final 2010-2011 estimates.
[d] Including the United Nations Relief and Works Agency for Palestine Refugees in the Near East and the United Nations Truce Supervision Organization.

Schedule 4
Common staff costs rates by duty station

(Percentage)

Duty station/office	Proposed programme budget	Present report[a]
Vienna	39.2	37.2
Santiago	39.3	38.3
Addis Ababa	57.8	59.1
United Nations Military Observer Group in India and Pakistan	90.0	80.5
Beirut	52.9	49.5
United Nations Truce Supervision Organization	61.4	61.7
Gaza	65.5	60.6
United Nations Relief and Works Agency for Palestine Refugees in the Near East	64.5	60.4
Nairobi	56.0	56.4
United Nations Environment Programme	62.0	57.7
Habitat, Nairobi	57.5	57.7
Mexico	37.4	37.5
The Hague	40.1	37.7
Bangkok	43.5	41.7
Port of Spain	41.8	39.8
New York	45.2	40.9
Security field offices	82.8	81.5
Geneva	36.0	34.7
Information centres	39.3	37.2

[a] Based on the analysis of actual common staff costs experience in the biennium 2008-2009 and January 2010 to October 2011.

Schedule 5

Effect of recosting by budget section and main determining factor

(Thousands of United States dollars)

Budget section	*Proposed programme budget (1)*	*Adjustments recommended by Advisory Committee (2)*	*Proposed programme budget plus Advisory Committee adjustments (3)=(1+2)*	*Recosting*					*Estimated appropriation (9)=(3+8)*
				Exchange rate (4)	*Inflation (5)*	*Adjustment of salary standards (6)*	*Adjustment of staff assessment (7)*	*Total (8)=(4+5+6+7)*	
1. Overall policymaking, direction and coordination	109 974.2	(1 352.9)	108 621.3	839.6	2 747.6	(1 543.8)	—	2 043.4	110 664.7
2. General Assembly and Economic and Social Council affairs and conference management	638 691.8	—	638 691.8	27 617.2	3 803.8	(11 005.1)	—	20 415.9	659 107.7
3. Political affairs	1 196 344.6	—	1 196 344.6	(206.0)	4 431.3	(2 944.5)	—	1 280.8	1 197 625.4
4. Disarmament	23 186.3	—	23 186.3	367.8	481.5	(461.1)	—	388.2	23 574.5
5. Peacekeeping operations	114 295.1	—	114 295.1	(2 493.5)	4 187.5	(1 039.8)	—	654.2	114 949.3
6. Peaceful uses of outer space	8 092.2	—	8 092.2	31.0	258.7	(100.0)	—	189.7	8 281.9
7. International Court of Justice	48 117.9	(109.2)	48 008.7	138.8	1 423.6	(463.3)	—	1 099.1	49 107.8
8. Legal affairs	46 003.7	—	46 003.7	25.7	1 576.5	(1 097.9)	—	504.3	46 508.0
9. Economic and social affairs	149 924.6	—	149 924.6	—	5 642.9	(4 164.3)	—	1 478.6	151 403.2
10. Least developed countries, landlocked developing countries and small island developing States	6 687.3	—	6 687.3	—	288.2	(182.7)	—	105.5	6 792.8
11. United Nations support for the New Partnership for Africa's Development	12 734.0	—	12 734.0	(64.3)	670.1	(265.2)	—	340.6	13 074.6
12. Trade and development	143 131.9	—	143 131.9	17 971.7	(7 822.5)	(1 404.8)	—	8 744.4	151 876.3
13. International Trade Centre UNCTAD/WTO	35 088.1	—	35 088.1	4 762.2	(213.8)	—	—	4 548.4	39 636.5
14. Environment	14 252.3	—	14 252.3	(824.4)	1 277.4	(324.8)	—	128.2	14 380.5
15. Human settlements	20 412.3	—	20 412.3	(1 821.1)	2 291.8	(9.5)	—	461.2	20 873.5
16. International drug control, crime and terrorism prevention and criminal justice	41 292.5	—	41 292.5	155.4	1 273.7	(509.9)	—	919.2	42 211.7
17. UN-Women	14 910.2	—	14 910.2						

Budget section	Proposed programme budget (1)	Adjustments recommended by Advisory Committee (2)	Proposed programme budget plus Advisory Committee adjustments (3)=(1+2)	Recosting					Estimated appropriation (9)=(3+8)
				Exchange rate (4)	Inflation (5)	Adjustment of salary standards (6)	Adjustment of staff assessment (7)	Total (8)=(4+5+6+7)	
18. Economic and social development in Africa	126 845.8	—	126 845.8	(4 188.3)	17 272.3	691.5	—	13 775.5	140 621.3
19. Economic and social development in Asia and the Pacific	103 681.1	(8.7)	103 672.4	2 376.2	2 374.4	(1 218.7)	—	3 531.9	107 204.3
20. Economic development in Europe	67 485.4	—	67 485.4	8 492.4	(3 536.1)	(680.9)	—	4 275.4	71 760.8
21. Economic and social development in Latin America and the Caribbean	115 300.6	—	115 300.6	(2 388.9)	1 282.5	(630.4)	—	(1 736.8)	113 563.8
22. Economic and social development in Western Asia	67 810.3	(207.5)	67 602.8	(18.8)	1 778.0	(1 309.7)	—	449.5	68 052.3
23. Regular programme of technical cooperation	54 843.5	—	54 843.5	916.3	2 019.8	—	—	2 936.1	57 779.6
24. Human rights	163 389.2	(424.0)	162 965.2	15 592.9	(6 929.3)	(1 308.2)	—	7 355.4	170 320.6
25. International protection, durable solutions and assistance to refugees	85 515.1	—	85 515.1	11 360.4	(1 202.3)	(13.8)	—	10 144.3	95 659.4
26. Palestine refugees	50 346.1	—	50 346.1	(314.5)	2 326.3	(1 320.7)	—	691.1	51 037.2
27. Humanitarian assistance	30 439.1	—	30 439.1	1 247.5	48.6	(537.7)	—	758.4	31 197.5
28. Public information	183 200.5	—	183 200.5	1 095.4	4 778.6	(3 787.6)	—	2 086.4	185 286.9
29A. Office of the Under-Secretary-General for Management	33 110.2	(17 670.6)	15 439.6	—	541.8	(441.8)	—	100.0	15 539.6
29B. Office of Programme Planning, Budget and Accounts	37 849.6	—	37 849.6	—	1 266.2	(1 069.6)	—	196.6	38 046.2
29C. Office of Human Resources Management	75 670.4	(258.2)	75 412.2	—	2 148.5	(1 316.1)	—	832.4	76 244.6
29D. Office of Central Support Services	184 953.2	(861.0)	184 092.2	—	3 557.5	(1 896.6)	—	1 660.9	185 753.1
29E. Administration, Geneva	149 993.2	(148.9)	149 844.3	19 190.8	(3 070.3)	(969.7)	—	15 150.8	164 995.1
29F. Administration, Vienna	40 649.3	—	40 649.3	156.9	547.1	(282.2)	—	421.8	41 071.1
29G. Administration, Nairobi	32 087.2	75.9	32 163.1	(2 797.4)	2 487.5	43.5	—	(266.4)	31 896.7
30. Office of Information and Communications Technology	85 354.8	(3 085.3)	82 269.5	—	2 239.1	(1 084.3)	—	1 154.8	83 424.3
31. Internal oversight	39 401.5	(42.6)	39 358.9	212.2	1 453.7	(888.6)	—	761.3	40 120.2

Budget section	Proposed programme budget (1)	Adjustments recommended by Advisory Committee (2)	Proposed programme budget plus Advisory Committee adjustments (3)=(1+2)	Recosting: Exchange rate (4)	Recosting: Inflation (5)	Recosting: Adjustment of salary standards (6)	Recosting: Adjustment of staff assessment (7)	Recosting: Total (8)=(4+5+6+7)	Estimated appropriation (9)=(3+8)
32. Jointly financed administrative activities	11 349.2	(30.5)	11 318.7	492.8	(213.2)	—	—	279.6	11 598.3
33. Special expenses	119 993.0	—	119 993.0	2 520.0	57.1	—	—	2 577.1	122 570.1
34. Construction, alteration, improvement and major maintenance	69 694.7	—	69 694.7	1 703.6	1 642.4	—	—	3 346.0	73 040.7
35. Safety and security	253 058.5	(534.9)	252 523.6	3 851.4	4 738.6	(25 433.8)	—	(16 843.8)	235 679.8
36. Development Account	23 651.3	—	23 651.3	—	—	—	—	—	23 651.3
37. Staff assessment	555 728.3	(210.7)	555 517.6	10 238.0	6 461.6	(5 337.0)	(80 839.3)	(69 476.7)	486 040.9
Total	**5 384 540.1**	**(24 869.1)**	**5 359 671.0**	**116 239.0**	**66 977.4**	**(74 727.0)**	**(80 839.3)**	**27 650.1**	**5 387 321.1**

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Comprehensive review of the whole question of peacekeeping operations in all their aspects

United Nations police

Report of the Secretary-General*

I. Introduction

1. Conflict and post-conflict countries are often characterized by a collapse of public law and order and major security and human rights deficits, leading to the erosion of public confidence in the security sector. The presence of United Nations police, however, contributes to restoring popular confidence in the host State police[1] and in rule of law structures as a whole. By promoting a service-oriented culture, community interaction and citizen participation, United Nations police personnel assist the host State police in regaining the trust of the communities they serve, which is a key factor for the effective functioning of the national police. Ultimately, the greatest community confidence builder is visible professional efforts by the host State police leading to tangible improvements in security, and it is towards this goal that police-related peacekeeping efforts are directed.

2. The United Nations has long recognized that the nature of the security challenges confronting the international community is evolving. Today intra-State conflicts are compounded by threats arising from organized crime, including trafficking, terrorism and financial fraud, as described in the *World Development Report 2011*.[2] They now represent a level of threat to international and regional peace and security similar to that posed by conventional inter-State conflicts in the past.

3. As threats change, so too must the response to those threats. The importance of United Nations police in supporting global security is illustrated in both the growth

* The present report was submitted after the deadline.

[1] Given that a number of States Members of the United Nations do not have a single national police service, the term "host State police" will be used throughout the report to encompass metropolitan, provincial/state and federal/national police and other law enforcement agencies.

[2] World Bank, *World Development Report 2011: Conflict, Security, and Development* (Washington, D.C., 2011).

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in demand and the increasing complexity of policing mandates, ranging from the reform and restructuring of host State police services to the protection of civilians under imminent threat of physical violence.

4. The Special Committee on Peacekeeping Operations, in its report on its substantive session of 2011 (A/65/19, para. 78), requested the Secretariat to prepare a comprehensive report on the functioning of the Police Division of the Department of Peacekeeping Operations and the challenges faced by the police components in United Nations peacekeeping missions and to present that report to the Committee.

5. The present report, submitted pursuant to that request, describes progress made since the issuance of the 2008 audit report of the Office of Internal Oversight Services (OIOS) on the management of United Nations police operations, the 2008 internal review of the Police Division and the 2008 report of the Panel of Experts on the Standing Police Capacity's first year of operation (A/63/630).

6. In addition, the report illustrates the growing importance of the United Nations police as a central element in the achievement of sustainable peace and security, the current challenges faced in this regard and the ways in which the United Nations can better respond to those challenges using scarce global resources in the most efficient manner. It demonstrates how new resources provided to the Police Division have enhanced its functioning and strengthened service delivery in the field.

7. It also offers observations on how to further strengthen the lasting impact of the United Nations police, building on the 2000 Brahimi report (A/55/305-S/2000/809), the 2009 non-paper entitled "A new partnership agenda: charting a new horizon for United Nations peacekeeping"[3] and other relevant United Nations initiatives, such as the independent review on civilian capacity in the aftermath of conflict (A/65/747-S/2011/85).

8. The present report pays tribute to the dedicated staff of the United Nations police and to the colleagues who have made the ultimate sacrifice while serving peace.

II. Mandates, structures and functions of the United Nations police

9. In 1960, a contingent of 30 police officers from Ghana was deployed to support the United Nations Operation in the Congo, authorized by Security Council resolution 143 (1960). Since then, the demand for United Nations police has grown, with a dramatic increase over the past 15 years. In 1994, only 1,677 United Nations police officers were deployed, compared with 14,333 police officers serving in 12 peacekeeping operations and 6 special political missions as at December 2011 (see annex I).

10. Meanwhile, mandated policing tasks have grown increasingly complex. In early missions, police were deployed primarily as observers, whereas contemporary police-related aspects of mandates call for United Nations police to assist host States and other partners in the rebuilding and reforming of their police and other law enforcement institutions, as well as provide operational policing support across the whole spectrum of police duties. This growth in both scale and complexity of the tasks has inevitably led to a paradigm shift for United Nations police.

[3] Available from www.un.org/en/peacekeeping/documents/newhorizon.pdf.

A. Mandates

11. Police-related aspects of Security Council mandates fall broadly into the following three categories: (a) support for the reform, restructuring and rebuilding of national police and other law enforcement agencies; (b) operational support to host State police and other law enforcement agencies, including through the deployment of formed police units; and (c) interim policing and other law enforcement. In addition, many recent mandates include specific references to the promotion and protection of human rights and the protection of civilians, which highlight the integral part that United Nations police play in implementing mission-wide tasks.

Support for the reform, restructuring and rebuilding of host State police

12. The United Nations police was first tasked with institutional development in the 1990s, including in the missions in Cambodia, Haiti and Bosnia and Herzegovina. Since 2003, almost all new mandates have included reform, restructuring and rebuilding tasks.

13. Typically, missions start with an assessment, which may include a census of police personnel, security sector mapping and other efforts to evaluate the capacity of the national police service. With this information, deficiencies can be identified and plans to address them formulated. Reform efforts may include support for the vetting, training and certification of police and other law enforcement officials, as well as changes to the policy and legal framework, administrative procedures and personnel management systems. These tasks require strong political support and commitment from the Government of the host State.

14. For example, the United Nations Stabilization Mission in Haiti (MINUSTAH) has assisted in the selection, recruitment and vetting programmes for the Haitian National Police. In the Democratic Republic of the Congo, support was provided for a census and an identification programme for the Congolese National Police, and specialized training was conducted in preparation for the 2011 elections. In Timor-Leste, training and advice were provided to support the reconstitution of the National Police of Timor-Leste. In Sierra Leone, crime investigation units with the capacity to investigate organized crime, homicide and fraud were established in order to support victims of sexual violence. In the Sudan, the mission supported the first training in criminal investigations for female officers.

Operational support to host State police

15. Currently, 8 of the 18 missions are mandated to provide operational support to the host State police, including through formed police units, for example, in the areas of investigations, election security and security for camps for refugees and internally displaced persons. The work of those units generally involves joint tactical operations conducted with the national police in the area of public order management, as well as patrols to enhance visible policing and the protection of civilians and United Nations personnel and facilities.

16. For example, in the Democratic Republic of the Congo and in Liberia, the units have participated in confidence-building measures with the population, in particular through joint patrols with national police personnel. In Timor-Leste, they have provided key security support to the host State police, including the provision of

security arrangements for senior Government officials. In Haiti, formed police units have also been called upon to provide support to the national police to address the problem of organized criminal armed violence in Port-au-Prince. Three all-female formed police units are currently deployed (in the Democratic Republic of the Congo, Haiti and Liberia) with the aim of ensuring safety and security, in particular in camps for refugees and internally displaced persons, with a special focus on vulnerable groups. In addition, the female peacekeepers serve as highly visible, empowered role models for the population in the host country.

17. All missions with a mandate to provide operational support also have a mandate to protect civilians under imminent threat of physical violence. Measures include preventive patrols in camps for internally displaced persons, joint operations with United Nations military components, and capacity-building of host State police in these respective areas.

Interim policing and other law enforcement

18. The United Nations police has been asked to assume full responsibility for policing and other law enforcement activities in missions where national police services were initially absent, most recently in Kosovo and Timor-Leste. The United Nations Interim Administration Mission in Kosovo (UNMIK) was entrusted with the responsibility of maintaining civil law and order, including by establishing local police forces and, meanwhile, by deploying international police personnel to serve in Kosovo (Security Council resolution 1244 (1999), para. 11 (i)). After gradually transferring responsibility to the Kosovo Police Service, the UNMIK police component was drastically reduced and ceased to exercise the majority of its remaining responsibilities when the European Union Rule of Law Mission in Kosovo (EULEX Kosovo) assumed operational responsibility in the area of the rule of law in Kosovo in 2008. Similarly, the police component of the United Nations Integrated Mission in Timor-Leste is still mandated to provide support for interim law enforcement and public security (Security Council resolution 1704 (2006), para. 4 (c)). However, policing responsibilities are now primarily assumed by the Timorese national police.

B. Structure and functions of United Nations police components

19. The organization of United Nations police components in peacekeeping operations and special political missions is designed to reflect the overall mission mandate, the host State policing structures, the political and security contexts, and the priority areas for intervention. These factors also determine the profiles of the personnel required.

20. Smaller United Nations police components, with limited mandates, are headed by a Senior Police Adviser, whereas larger police components in multidimensional peacekeeping operations are headed by a Police Commissioner who is generally supported by one or more Deputy Police Commissioners. The police component usually comprises two main pillars: (a) operations; and (b) administration and development.

21. The head of the police component reports directly to the head of mission, or in some instances to the Deputy Special Representative of the Secretary-General for the rule of law. The head of the police component directs all members of the police

component and is accountable to the head of mission for the supervision and conduct of the police component, with the particular responsibility of ensuring the effective and efficient implementation of assigned police tasks and strict compliance with United Nations policies and procedures.

22. The head of the police component is also responsible for ensuring strict adherence to the United Nations standards of conduct, including standards regarding the prohibition of sexual exploitation and abuse. Moreover, he or she is responsible for developing and implementing a strategy to prevent all forms of misconduct, in cooperation with the conduct and discipline component of the mission. Under the authority of the head of mission, the head of the police component can undertake investigations concerning alleged misconduct by members of the police component, including sexual exploitation and abuse, in coordination with other mission components. An Internal Investigations Unit generally assists in the conduct of administrative investigations when they are not conducted by OIOS.

23. United Nations police personnel are often located with their host State counterparts. This is a key element in increasing the impact of policing support programmes through effective knowledge and skills transfer, including through the targeted pairing of national police officers and United Nations expertise. The presence of United Nations police personnel in such circumstances can also be an important measure to prevent human rights violations.

24. Since the United Nations police is only one component of multidimensional missions, coordination is essential. To ensure mission-wide coherence, personnel from the police component actively participate in the integrated coordination mechanisms of missions, such as the Mission Leadership Team, Security Management Team, Joint Operations Centre, Joint Mission Analysis Centre and Joint Logistics Operations Centre.

25. The United Nations police participates fully in the integrated mission planning process. Where integrated strategic frameworks have been developed by missions and the United Nations country team, the frameworks have facilitated the implementation of tasks mandated to United Nations police personnel, primarily by defining responsibilities and priorities and strengthening accountability. The integrated mission planning process has also facilitated cooperation between the police component and the country team, in particular for new missions. There is still room for improvement, however, particularly in joint planning for transitions and downsizing, as shown by recent joint efforts with the United Nations Development Programme (UNDP) and the Office of the United Nations High Commissioner for Refugees in Chad.

26. Close cooperation between the mission's police and military components is essential to the implementation of security-related aspects of mission mandates. Therefore, joint planning, joint exercises, information sharing and broader coordination regularly take place. In the mission in Liberia, for example, standard operating procedures delineating the responsibilities of both components have been developed to ensure a well-synchronized, timely and joint operational response by both components in support of Liberian security forces.

27. Any intervention to assist the host State police must be coordinated with broader efforts to address deficiencies in the rule of law, especially in the criminal justice sector. Efforts aimed at building police and other law enforcement agencies

can be seriously undermined in the absence of commensurate initiatives to support the development of the judiciary and correction services.

28. United Nations police personnel work with colleagues within missions supporting rule of law and security institutions, in particular justice, corrections and security sector reform components. In Liberia, plans for police reform projects have been developed jointly with security sector reform specialists in the mission. In Haiti, as part of a disarmament, demobilization and reintegration programme, the MINUSTAH police component is exploring with the Community Violence Reduction Section how its crime reporting can improve the understanding of the impact of the Section's activities. Further synergies are created through the assignment of police as liaison officers to judicial and corrections components of some missions. For example, in the Democratic Republic of the Congo, United Nations police personnel have been seconded to prosecution support cells established by the mission.

29. Police components work closely with the human rights components of missions, for example, by contributing to human rights investigations. Indeed, it is becoming more common to establish information-sharing procedures between these components. For instance, in Haiti, a Human Rights Officer has been assigned as adviser to the Police Commissioner. In the Democratic Republic of the Congo, United Nations police officers have worked with human rights officers to conduct investigations into large-scale human rights violations. In Timor-Leste, human rights officers have helped to produce assessments of district police stations as they were handed over from the mission to the host State police. They have also helped to evaluate evidence of alleged human rights violations by national police personnel.

30. Police components also work closely with the gender units in missions, including in policy development, the appointment of gender focal points and the establishment of special units that deal with sexual and gender-based violence within restructured police stations.

31. Moreover, the United Nations police is working in strong complementarity with UNDP to ensure capacity-development support to line ministries, police reform processes and governance and accountability structures of the police in, for example, Côte d'Ivoire and South Sudan. It is also working closely with the United Nations Office on Drugs and Crime and other relevant members of the United Nations country team, as well as bilateral donors and regional or subregional organizations.

32. In addition, the professional expertise of the United Nations police is increasingly sought in new settings. For example, United Nations police officers are currently deployed to six special political missions[4] with the mandate to advise the host State police services on reform, restructuring and rebuilding, led by the Department of Political Affairs. The United Nations police is also working increasingly closely with UNDP in countries where there are no United Nations peacekeeping operations, such as in Chad, following the withdrawal of the United Nations Mission in the Central African Republic and Chad (MINURCAT).

[4] United Nations Integrated Peacebuilding Office in the Central African Republic, United Nations Office in Burundi, United Nations Integrated Peacebuilding Office in Guinea-Bissau, United Nations Political Office for Somalia, United Nations Support Mission in Libya and United Nations Assistance Mission for Iraq.

C. Organization of the Police Division

33. Over the past two decades, the management arrangements at Headquarters to support police deployments in the field have gone through several institutional reconfigurations, reflecting the growth in size and complexity of mandated functions of the United Nations police. The large deployments of United Nations police in the 1990s prompted the establishment of a Civilian Police Unit within the Military Division (today the Office of Military Affairs in the Department of Peacekeeping Operations). With a view to providing more effective support and enhancing the policing capacity of the United Nations, the 2000 Brahimi report recommended a restructuring by separating the Civilian Police Unit from the military reporting chain and creating a separate entity in the Department dedicated to police issues. As a result, the Police Division was established in 2000.

34. The Secretary-General, in 2006, designated the Department of Peacekeeping Operations as the lead entity for support to police and law enforcement agencies within a United Nations-wide "leads" system aimed at enhancing coordination between United Nations entities in the area of the rule of law. In accordance with that decision, the Department of Peacekeeping Operations is responsible for enhancing coherence across the United Nations system and promoting coordination with non-United Nations actors in the area of police and law enforcement agencies.

35. In 2007, the Office of Rule of Law and Security Institutions, of which the Police Division became an integral part, was established in the Department of Peacekeeping Operations to promote an integrated approach to the rule of law within the United Nations. The establishment that same year of the Standing Policy Capacity as part of the Police Division was also a significant step towards strengthening the capacity of the Department to implement its mandated responsibilities.

36. In 2008, both an audit report by OIOS and an internal Police Division review contained recommendations for the creation of a dedicated capacity at Headquarters for the recruitment and support of United Nations police personnel. Both reports also included the recommendation to strengthen Headquarters capacity to create policy for the United Nations police. The General Assembly approved new posts in the 2009/10 and 2010/11 support account budgets of the Department of Peacekeeping Operations, allowing the Police Division to begin to address those recommendations. However, the capacity of the Police Division has still not reached the operational capability threshold proposed by the internal review, while the authorized number of United Nations police posts in the field has increased and will have to meet emerging challenges, thus making the gaps already identified even more critical.

37. In order to better assess the impact of police activities, the Police Division has commissioned external mapping and impact studies. In addition, specific emphasis should be placed on the thorough analysis of baseline situations to enable the United Nations to measure the impact of programmes and progress made in building policing institutions by using effective monitoring and evaluation systems, including the recently adopted United Nations Rule of Law Indicators. The findings of those studies in conjunction with evaluations based on the Indicators will guide future proposals on how to further strengthen the capacity of the United Nations police.

38. The more than 14,300 United Nations police officers currently deployed around the world are supported by 64 posts at Headquarters in New York, including 10 positions in the integrated operational teams and 9 General Service staff, and 41 Standing Police Capacity posts in Brindisi, Italy.

39. The Police Division comprises the Office of the Police Adviser, the Strategic Policy and Development Section, the Mission Management and Support Section, the Selection and Recruitment Section and the Standing Police Capacity.

40. The Police Division is headed by a Police Adviser (D-2), who is accountable to the Assistant Secretary-General for Rule of Law and Security Institutions. The Police Adviser has direct access to the Under-Secretary-General for Peacekeeping Operations, when required, and is part of the Senior Management Team of the Departments of Peacekeeping Operations and Field Support. The Police Adviser is responsible for providing advice and support on all policing issues to the Department of Peacekeeping Operations, the Department of Field Support and the heads of police components of missions. The Police Adviser may also, as required, provide advice to the Under-Secretary-General for Political Affairs, the Secretary-General and the Security Council through the Under-Secretary-General for Peacekeeping Operations, ensuring that such advice and support are fully coordinated with the Assistant Secretary-General for Rule of Law and Security Institutions. The Police Adviser interacts with Member States and field missions and is supported by a Deputy Police Adviser in undertaking those responsibilities, including coordination between the sections of the Police Division.

41. The components of the Police Division have the following core functions:

(a) Strategic Policy and Development Section:

(i) Developing and reviewing technical guidance, directives and standard operating procedures for the police components of missions;

(ii) Conducting police strategic planning and developing concepts of operations and mandate and implementation plans in coordination with the integrated operational teams, monitoring police plans and analysing and evaluating results achieved and lessons learned by the police components of missions in coordination with other stakeholders;

(iii) Supporting the efforts of other United Nations system partners concerning police and law enforcement issues;

(b) Mission Management and Support Section:

(i) Providing technical advice to the police components of missions in coordination with the integrated operational teams, so as to facilitate the implementation of their respective mandates;

(ii) Liaising with missions and other stakeholders, as appropriate, on police and law enforcement matters and related administrative, operational and technical issues;

(c) Selection and Recruitment Section:

(i) Ensuring the selection, deployment, rotation and extension of tours of duty of United Nations police officers, including members of formed police

units and internationally recruited professional civilian staff in police components, in coordination with Member States and field missions;

(ii) Planning and undertaking selection assistance and predeployment visits to police-contributing countries, collaborating with the Department of Field Support on the contingent-owned equipment negotiation process and taking part in reconnaissance visits to the field;

(d) Standing Police Capacity:

(i) Providing a coherent police and law enforcement start-up capability for new peace operations led by the Department of Peacekeeping Operations and the Department of Political Affairs;

(ii) Assisting peace operations led by the Department of Peacekeeping Operations and the Department of Political Affairs through the provision of police and law enforcement advice and expertise. When appropriate, the Standing Police Capacity may also be called upon to conduct operational assessments and evaluations of police components.

42. The Police Division supports the integrated operational teams in the Office of Operations of the Department of Peacekeeping Operations by assigning police personnel who operate under the delegated authority of the Police Adviser. The role of those police officers in the integrated operational teams is to represent the position of the Police Division and to be fully engaged in mission planning and decision-making. To ensure that the officers have a better understanding of the structure and functions of the Police Division, they spend up to one year in the Police Division before being deployed to an integrated operational team.

III. Challenges faced by the United Nations police and responses

43. United Nations peacekeeping faces a number of fundamental challenges. There are often important gaps between the mandates set forth by the Security Council and resources provided by the General Assembly. There may also be limited national political will to implement some of the aspects of mission mandates. Furthermore, the situation in both conflict and post-conflict situations is inherently challenging because the societies themselves are often divided, financial resources are limited, the infrastructure is inadequate, the political and security environments are volatile, and security and justice governance is weak. These all influence the implementation of the police-related aspects of mission mandates.

44. However, a number of police-specific challenges can be addressed with appropriate interventions, such as developing a comprehensive body of policy and technical guidance in order to ensure good practice and consistency of approach between missions; ensuring that all United Nations police personnel have the skills and equipment needed to fulfil the requirements of present mandates; ensuring that all incoming personnel and units have received United Nations standardized predeployment training; developing expertise and programmes to deal with thematic challenges, such as the protection of civilians, sexual and gender-based violence and organized crime; and enhancing coordination with international partners in order to promote a functioning criminal justice system and have access to reliable funding for short- and long-term national capacity-building projects.

45. Protecting civilians lies at the core of police work. Civilians who are caught in the midst of conflict, as well as those who are targeted by violence in fragile post-conflict situations, face a range of threats that the United Nations police can help to mitigate. Aside from deploying operational support using formed police units, the United Nations police supports the capacity-building of host State police in this area and the development of early warning mechanisms, making use of its close contact with the civilian population. The Police Division is currently reflecting on how to further contribute to innovative approaches that strengthen the effective implementation of the mandate to protect civilians, including the use of technology to enhance mobility, monitoring and analytical capacity, matched by requisite specialized training.

46. Since organized crime has been fully recognized as a major spoiler of efforts to build lasting peace, reduce poverty and create economic development and stability, the Police Division has looked at the types of support that it could mobilize to assist the countries in which it is deployed in addressing this threat. The United Nations police is now increasingly involved in enhancing national capacities to counter organized crime and corruption, for example through the establishment of transnational crime units in host State police services, concentrating from the outset on training national specialists in such areas as strategic planning and implementation, investigations and forensics, administration and other vital skills.

Policy and technical guidance

47. Police officers seconded from Member States to serve with the United Nations have different experiences and understandings of policing. Therefore, it is of vital importance, if they are to deliver coherent and consistent advice and support to host State counterparts, that they be guided by a complete body of policy guidance materials.

48. Since 2004, the Police Division has developed guidance materials in several important areas, including support for capacity-building, security support, administrative aspects of the deployment of personnel, and gender.[5] In addition, directives on the use of force and a handbook for United Nations police personnel have been developed, and a compendium of criminal justice norms and standards applicable to the personnel of police components[6] was issued in cooperation with the United Nations Office on Drugs and Crime. These guidance materials need to be continually revised to remain relevant to the evolving mandates of the United Nations police.

49. To further promote standardization within the United Nations police, the Police Division is developing a strategic guidance framework as a basis for further guidance development. The framework will enhance the effectiveness of the United Nations police in peace operations by promoting a more consistent, harmonized approach to the provision of public safety, police reform and support to host State police services. It should also provide a more sophisticated basis for the recruitment of staff with the necessary specialized skills and experience by clearly defining the expected tasks and delineating key work parameters. Using the strategic guidance

[5] Guidance materials are available from www.peacekeepingbestpractices.unlb.org/PBPS/Pages/Public/Home.aspx.

[6] United Nations Office on Drugs and Crime and Department of Peacekeeping Operations, "United Nations criminal justice standards for United Nations police" (New York, 2009).

framework, planners should be able to make an assessment of which tasks are feasible in a given conflict area and how those tasks should be approached, including the selection and training of suitable personnel. As part of the ambition to further professionalize the United Nations police, the Secretariat has developed, modified and standardized a logo for the United Nations police.

50. Despite the development of the strategic guidance framework, the implementation of existing and future guidance will remain a challenge. There is a need for enhanced sensitization, training, and monitoring and evaluation on guidance compliance. Greater emphasis will also be given to the accountability of senior leadership, in particular the head of the police component, to ensure the full implementation of existing guidance. However, the delivery of police-related activities based on a common vision and shared understanding will not only provide coherence and consistency but also allow for meaningful monitoring and evaluation to be enacted for the very first time.

Personnel

51. The 2008 internal review of the Police Division concluded that the timely recruitment of appropriately skilled personnel was one of the biggest challenges faced by the Police Division. The independent review on civilian capacity in the aftermath of conflict, conducted in 2011, confirmed that the police represent a critical capacity gap in post-conflict missions (A/65/747-S/2011/85, para. 34 (a)). The inability to recruit and deploy appropriately experienced and qualified police personnel on a timely basis may lead to the loss of valuable time and opportunities and therefore undermine the credibility and legitimacy of the mission.

52. Given that most police missions today focus on the institutional capacity-building of security institutions, the main challenge is to attract adequate numbers of staff with the requisite police-related expertise in change management, organizational development, finance and administration. In addition, general skills to transfer knowledge effectively, such as interpersonal skills, language skills — in particular French — and cultural sensitivity, are frequently lacking. Skilled personnel are also scarce in more specialized areas, such as forensic analysis, countering various forms of organized crime, border management and security, maritime and riverine policing and criminal information analysis.

53. In order to address the challenges in that area, the Police Division has established a dedicated Selection and Recruitment Section, which has already started refining selection and recruitment processes and procedures for both individual police officers and formed police units, enhancing the capacity of the Police Division to increase timeliness and address skill gaps in the recruitment of senior police personnel while assuring geographic, linguistic and gender balance in close cooperation with Member States.

54. To assist Member States in better planning for the secondment of police personnel, each request for nomination of candidates is now accompanied by a clear and detailed job description developed in coordination with each field mission. In addition, the Police Division regularly provides Member States with advance notice of possible personnel needs. Planning is also under way to define clearer criteria for the selection of heads of police components and to provide senior management training.

55. The existing recruitment system for officers on secondment has not always proven to be fully satisfactory in filling the critical skills gaps identified. Police-contributing countries are reluctant to release officers with the requisite skills to a United Nations mission. Consequently, the system has been detrimental to retaining institutional memory and attracting the required skills. In response, the Police Division needs to continue to increase the number of United Nations contracted staff positions in police components and broaden its criteria for selection of specialized skills to include not only seconded police officers in active service but also civilians and retired national police personnel. This approach also contributes to the sustainability and continuity of reform efforts, since the experts can stay for a longer period of time than police officers, who are subject to rotations. These categories of personnel have already begun to play a central role in providing support to missions in Haiti, Liberia and Timor-Leste.

56. The establishment of the Standing Police Capacity has increased the overall ability of the Police Division to rapidly deploy required expertise during the start-up phase of missions and to provide assistance to established missions, as well as to other United Nations partners. The Standing Police Capacity can provide advice on the reform, restructuring and rebuilding of the host State police, policy and legal frameworks, logistics, asset management, procurement, budget and finance, facilities management and information and communications technology. For example, the Standing Police Capacity supported the mission start-up of the police components of MINURCAT, the United Nations Integrated Peacebuilding Office in Guinea-Bissau, the United Nations Assistance Mission for Iraq, the United Nations Mission in South Sudan and the United Nations Support Mission in Libya. Furthermore, it has supported numerous existing missions in developing monitoring and reporting systems, comprehensive frameworks and joint mechanisms for better cooperation and effectiveness. The Standing Police Capacity has contributed to technical assessments and evaluations of the overall performance in implementing police-mandated tasks and to the identification of gaps and needs that remain to be addressed.

57. The diverse expertise of the Standing Police Capacity can greatly contribute in various ways to ensuring a comprehensive approach to all tasks undertaken by the Police Division. To enhance the utilization of this capacity, greater flexibility should be applied in order to allow Standing Police Capacity personnel to temporarily work at Headquarters, particularly during the planning of new missions.

58. Another innovative measure contributing to the delivery of required skills in combination with relevant equipment could be for Member States to deploy teams of experts, for example, a team of United Nations police forensics experts bringing basic equipment for the establishment of a small laboratory, working alongside the host State police in order to build up their capacity in this area. The team would stay until the capacity to use and maintain the equipment has been built, in order to achieve a sustainable impact.

59. Despite the fact that several Member States have recognized that their police officers gain experience relevant for their services while serving in a United Nations mission, regrettably, too often United Nations police service is not sufficiently recognized or rewarded upon the officers' return to national service. Police officers might even find that their time away in United Nations service has counted against

their promotion and career advancement. This demotivates candidates and discourages others from volunteering.

60. To increase the timeliness, effectiveness and transparency of the evaluation and selection of candidates, the Police Division is developing a computerized human resources system, which will include information on specific individual skills and will allow for cross-checking of relevant records with other United Nations entities on such issues as conduct and discipline and medical clearance. The system will include the certification provided by the Member State that the nominated candidate has never been convicted of and is not currently under investigation or being prosecuted for any criminal, human rights or disciplinary offences.

61. In order to increase the relevance and quality of the tests conducted by the United Nations selection assessment assistance teams, which have traditionally focused on language, firearms and driving competencies, the Police Division is expanding its scope to also evaluate specialized skills and competencies, such as competency in investigations, forensics, computer skills and other areas.

62. Formed police units have been an effective tool in supporting host State police and other law enforcement agencies. In recent evaluations, however, some units have been found to be under-equipped, undertrained and lacking in command and control arrangements. In addition, basic equipment, such as armoured personnel carriers, is deficient, outdated or inoperable, and expendable items, such as ammunition, are not replenished in time. These deficiencies seriously hamper the operational capacities of such units. In order to increase the standard of formed police units, the Police Division is currently reviewing the evaluation procedures, including for language, driving, firearms and operational practice.

63. A global effort was launched in August 2009 to promote an increase in the number of female police officers in United Nations peacekeeping operations to at least 20 per cent of the overall strength by 2014. Extensive consultations and outreach efforts have taken place in close cooperation with the International Association of Women Police, and as at December 2011, the number had increased from 7.8 per cent to 10 per cent.

64. In order to recruit French-speaking personnel for service with francophone host countries, the Police Division works closely with partners such as the Organisation internationale de la Francophonie. Regular and enhanced contacts with Member States have also allowed the Police Division to broaden the base of francophone police-contributing countries.

65. The rapid establishment of necessary logistical support in the start-up phase of a mission is essential to upholding the safety and security of personnel and to implementing the mandate effectively. Flexibility and rapid redeployment to already established missions are equally important for the same reasons. The rapidly deployable expertise from the Standing Police Capacity can only be fully utilized if logistical support is available upon the personnel's deployment to the field. To ensure that police-specific requirements are considered, United Nations police representatives participate in the global field support strategy client board, providing information for the implementation of the global field support strategy, especially in the modularization programme.

Training

66. Another serious challenge for police components is that most seconded police officers arrive in the field without adequate predeployment training. In 2007, individual police officers serving in the African Union-United Nations Hybrid Operation in Darfur (UNAMID) were surveyed, and it was found that less than 10 per cent had undergone predeployment training. As a result, the Department of Peacekeeping Operations, with strong donor support, developed and made available to all Member States core predeployment training materials for United Nations individual police officers and organized a number of training-of-trainers courses for national trainers. Focused and cooperative training efforts using this material increased the number of United Nations police in UNAMID with predeployment training to 86 per cent after 12 months.

67. Similarly, in 2008, evaluations by the formed police unit proficiency testing and training teams found that as many as two thirds of formed police units deployed were not well prepared for their assignments. The ongoing review of the formed police units began in October 2007 and was a precursor to the capability-driven approach, focusing on required capabilities rather than numbers of deployed personnel. It initiated professional skills verification and remedial training in 2008 of 5,250 police officers from 14 countries simultaneously in seven United Nations peacekeeping operations on four continents and has since evolved to include a mobile training team initiative in 2009, which led to an increase in the operational capacity of deployed formed police units from 30 per cent to 74.5 per cent within five months, as well as the formation of a Member States based doctrine development group. The group comprised 35 countries and 5 regional/professional organizations working with the Police Division to produce a wholly revised Department of Peacekeeping Operations/Department of Field Support policy on formed police units in 2010 and a new standardized United Nations predeployment training curriculum for formed police units to be rolled out, beginning with a series of three regional training-of-trainers courses in conjunction with the Integrated Training Service in the Policy, Evaluation and Training Division of the Department of Peacekeeping Operations. The first of those courses was successfully completed in India in November and December 2011.

68. Along with the Integrated Training Service, the Police Division, notwithstanding the absence of designated training positions, continues to develop core training materials, specialized training packages and other training activities in order to better align them with new policies, directives, guidelines and standard operating procedures adopted by the Police Division. For example, with the recent adoption of training modules on the protection of civilians, police-contributing countries will be required to include those modules in their predeployment training.

69. Further specialized police-specific training courses are being developed to ensure standardization across missions. For example, a police-related peacekeeping planning course has been developed to provide the skills required for police to fully participate in the integrated mission planning process. A toolkit of gender-related materials for United Nations police has been distilled from best practices developed by the field components, and a specially designed training curriculum for police officers on preventing and investigating sexual and gender-based violence in post-conflict societies has also been finalized and piloted in five regional training-of-trainers courses around the world.

70. The General Assembly has explicitly recognized that "the training of personnel for peacekeeping operations is essentially the responsibility of Member States" (resolution 49/37). However, the United Nations stands ready to continue to support Member States in this important endeavour. In this context, the possibilities of establishing a global network of training centres could be explored.

Partnerships

71. No single actor has the capacity to implement complex international policing support initiatives alone, and partnerships are essential to utilizing scarce global resources in the most efficient manner.

72. Within the United Nations system, the Department of Peacekeeping Operations and its Police Division have strengthened, and in some instances formalized, their strategic-level coordination with other departments of the Secretariat and agencies, funds and programmes involved in the rule of law sector. This has been done with a view to creating synergies and ensuring greater coherence of policy development, strategic direction and planning. Collaboration with the Department of Political Affairs, UNDP and the Office of the United Nations High Commissioner for Human Rights is particularly important. New partnerships are being envisaged with the United Nations Office for Project Services, the International Organization for Migration and the United Nations Interregional Crime and Justice Research Institute.

73. A joint plan of action has been signed between the Department of Peacekeeping Operations and the United Nations Office on Drugs and Crime. The expertise of the latter on international criminal justice norms and standards has proven to be important for the work of the United Nations police, and the two entities have jointly issued a handbook on the topic.[6] This cooperation is being strengthened to ensure the implementation of those norms and standards through the development of policing support programmes, including training. In 2011, United Nations police and representatives of the United Nations Office on Drugs and Crime and UNDP conducted joint training for police officers in South Sudan on forensic and basic crime scene investigations.

74. Cooperation should be further developed with the United Nations Development Group, the World Bank and the European Commission regarding their post-conflict needs assessment for in-country, nationally led assessment and priority setting. This type of assessment is fundamental to the creation of a national framework for peacebuilding and recovery assistance and therefore to the planning of the work of United Nations police components.

75. The Police Division is collaborating increasingly with the African Union, and the partnership is being implemented in the field through UNAMID. Joint police training mechanisms are being considered in cooperation with other international and regional organizations. Under existing inter-agency agreements, two United Nations police are currently deployed to the United Nations Office to the African Union, in Addis Ababa, to assist in police planning and reform. The officers work to improve the African Union's capacity to launch African Union-led police missions and provide technical guidance and support to the African Union Mission in Somalia.

76. The United Nations police works closely with the European Union in a number of post-conflict countries, including Afghanistan, the Democratic Republic of the Congo and Somalia. There have also been two handovers of police missions from the United Nations to the European Union: in Bosnia and Herzegovina, in 2003, and in Kosovo, in 2008. A joint declaration on United Nations-European Union cooperation in crisis management was issued in September 2003, and regular Steering Committee meetings are held at the Headquarters level. The Police Division is supporting the wider United Nations-European Union cooperation and, on the basis of past experience, is looking to explore such areas as training and standard-setting, as well as joint rosters and other European Union autonomous civilian deployment systems in support of United Nations operations.

77. All police officers selected for international service in the United Nations or in regional or subregional organizations are likely to be sourced from the same domestic police services. To increase efficiency and interoperability, there is a need for standardization in recruitment practices, training standards, operational methods and policies and procedures. This need has been especially visible during transitions between organizations.

78. The Police Division has enhanced its partnership with the International Criminal Police Organization (INTERPOL). The United Nations police acted as the interim national central bureau for INTERPOL in Timor-Leste and continues to do so in Kosovo. A formal supplementary arrangement on cooperation in interim law enforcement, security support and assistance for the development of national police and other law enforcement agencies, which supplements the July 1997 cooperation agreement between the United Nations and INTERPOL in the field of crime prevention and criminal justice, was signed with INTERPOL in October 2009. Further collaboration is being envisaged in the areas of training, information sharing and countering organized crime.

79. The West Africa Coast Initiative, launched on 8 July 2009, is a joint programme between the Department of Peacekeeping Operations, the United Nations Office on Drugs and Crime, the Department of Political Affairs through the United Nations Office for West Africa, and INTERPOL, with the purpose of supporting the efforts of the Economic Community for West African States to combat drug trafficking and organized crime in West Africa (Côte d'Ivoire, Guinea-Bissau, Liberia and Sierra Leone). One of the tangible achievements of the Initiative is the establishment of transnational crime units in host State police services in these four pilot countries. The objective of the programme is to strengthen the efforts of national authorities to combat organized crime by building capacities, confidence and effective justice systems.

80. Given that the West Africa Coast Initiative has a strong policing and other law enforcement focus, the pilot phase capitalized on the United Nations police presence in the United Nations missions in Côte d'Ivoire, Guinea-Bissau, Liberia and Sierra Leone. In all those missions, United Nations police assist the development of host State transnational crime units by facilitating selection, vetting, training and mentoring. Further needs assessment missions are planned for Côte d'Ivoire and Guinea, and monitoring and evaluation assessments, in Guinea-Bissau, Liberia and Sierra Leone in the early part of 2012.

Funding for programmes

81. Functioning policing institutions require adequate funding for recurrent costs, such as salaries and the maintenance of equipment, for the rehabilitation of infrastructure and for the procurement of basic equipment, including transport and communication. After conflicts, Governments often have limited financial resources and are dependent on external support for even the most basic expenses. However, unpredictable international funding can hamper the implementation of police reform projects. Therefore, from the outset, missions must be in a position to support basic capacity-building projects in a predictable, sustainable manner, either directly through the assessed budgets or through partners, such as United Nations agencies, funds and programmes, to ensure that donor funds can be channelled to multi-year capacity-building projects in line with national Government priorities. The United Nations has increasingly been using joint programmes, enabling mission components to deliver programmatic support jointly with UNDP in Chad, the Democratic Republic of the Congo, Haiti, Liberia, South Sudan and Timor-Leste.

82. The Police Division intends to further strengthen its cooperation with the Peacebuilding Support Office on strategic issues at the Headquarters level. Cooperation in the field takes place in countries that are on the agenda of the Peacebuilding Commission and where United Nations police are deployed through joint steering committees in each country comprising national and international representatives, who decide on programmes to be funded. The Peacebuilding Commission has already focused part of its grants on policing-related projects, including in the Democratic Republic of the Congo and Liberia.

IV. Observations

83. The United Nations police makes an invaluable contribution to post-conflict peacekeeping and peacebuilding, security, the rule of law and the creation of a basis for development. While being alert to future challenges, the Police Division is reinforcing its efforts to develop the necessary policy and technical guidance; recruit appropriately skilled, equipped and trained personnel; and establish and maintain partnerships to implement current mandated tasks for United Nations police. These tasks fall mainly into two categories: support for the reform, restructuring and rebuilding of host State police; and operational support to host State police, striving for professional service and a lasting impact in the host country. In addition, United Nations police may have to look into how to support responses to piracy through maritime policing, to migration through border management, and to fragmented and criminalized urban environments through targeted national police capacity-building. These efforts continue to require strong and sustained support from Member States and other partners.

84. The allocation of additional resources to the Department of Peacekeeping Operations in the areas of police planning and recruitment has allowed the Police Division to begin mitigating the risks identified in the 2008 internal Police Division review and to better serve the police components in the field. However, the capacity of the Police Division has still not reached the level proposed by the review. Meanwhile, the complexity and number of tasks and the required numbers deployed in the field have continued to steadily increase since the review was issued, making the need for adequate Headquarters support even more critical. Significant gaps

remain in the areas of guidance development, curriculum development and training, and specialist thematic policing. The Police Division will continue to evaluate the impact of previously authorized resources and review the resources required to fill identified gaps, while taking the financial climate into account.

85. In order to maximize the use of existing resources in the Police Division, personnel from the Standing Police Capacity, within existing mandated responsibilities, will be used more flexibly. They will, as appropriate, provide additional temporary support to other sections of the Police Division in a "surge" capacity when so required.

86. The strategic guidance framework currently under development by the Police Division in close cooperation with Member States will lay the foundation for further guidance development aimed at setting the standards and defining the role and responsibilities of international policing. This important process will require continued strong support from Member States.

87. The importance of recruiting highly skilled personnel for police components who are able to effectively implement the increasingly complex mandated tasks cannot be overemphasized. To support this aim, new contractual measures should be explored, as outlined in paragraph 55 of the present report. More civilian posts within police components will provide opportunities for police-contributing countries to nominate highly qualified experts in order to support the reform and restructuring of the host State police. In this context, it would be important to further increase the pool of police-contributing countries, as well as expand outreach to national and international arenas, such as regional organizations or national training centres.

88. It is equally important for police-contributing countries to ensure that personnel nominated are highly qualified, well trained, medically fit and well equipped, and possess the highest standards of integrity. The mandatory predeployment training is necessary if police personnel are to fully benefit from the mission induction training and positively contribute to the implementation of the mandate. Continued close cooperation between the Police Division and Member States is crucial to ensure the timely recruitment of such personnel.

89. Member States with the capacity to assist current and potential police-contributing countries that do not have adequate training capacity are encouraged to include police personnel from those countries in their predeployment training to ensure that all United Nations police officers are properly trained.

90. The global effort launched in 2009 to augment the number of female police officers in United Nations police has led to a notable increase. This positive trend needs to be maintained and will require continued commitment from Member States.

91. The Police Division will continue developing strategic partnerships on the basis of an analysis of the comparative advantages. It is essential that such efforts promote synergies between the different stakeholders, including regional organizations. Working with the relevant United Nations departments, agencies, funds and programmes, the Department of Peacekeeping Operations should make a complete inventory of police reform partners, stakeholders and donors. Higher-level strategic coordination with key United Nations and non-United Nations partners should also be strengthened, both at Headquarters and in the field. In this context,

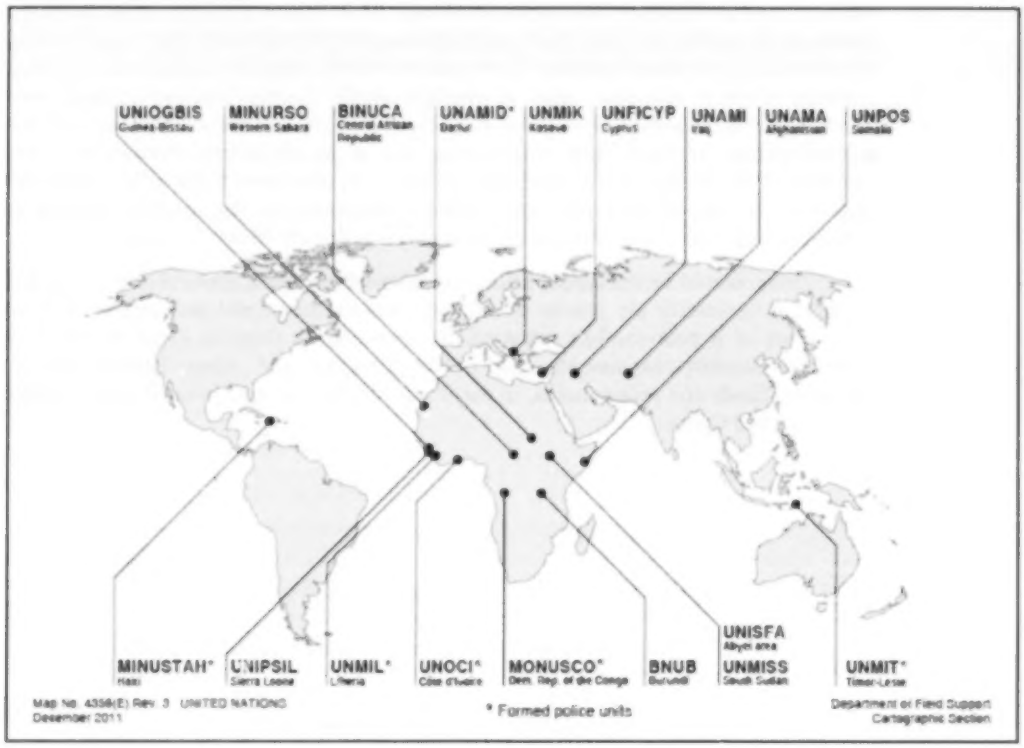
the importance of donor coordination in support of host State policing reform priorities should be underlined.

92. In order to ensure the sustainability of national police reform, the United Nations police requires access to resources. The Police Division will therefore continue to explore not only how to strengthen partnerships with the Peacebuilding Commission, the Peacebuilding Fund and the World Bank but also how to better manage funds in missions, such as through single funding streams or joint trust funds. Overall capacity should be developed for resource management and the administration of funds both in missions and at Headquarters. Furthermore, the Security Council should encourage the inclusion of increased funding for mandated functions in support of justice and security institutions in the assessed budget of peacekeeping operations and special political missions (S/2011/634, para. 75).

93. There should be continued efforts to ensure that police, judicial and correction support programmes are jointly developed, funded, monitored and evaluated from the outset of a post-conflict situation. This should be done in close cooperation between mission components, the Police Division and other United Nations agencies, funds and programmes, in particular UNDP and the United Nations Office on Drugs and Crime.

Annex I

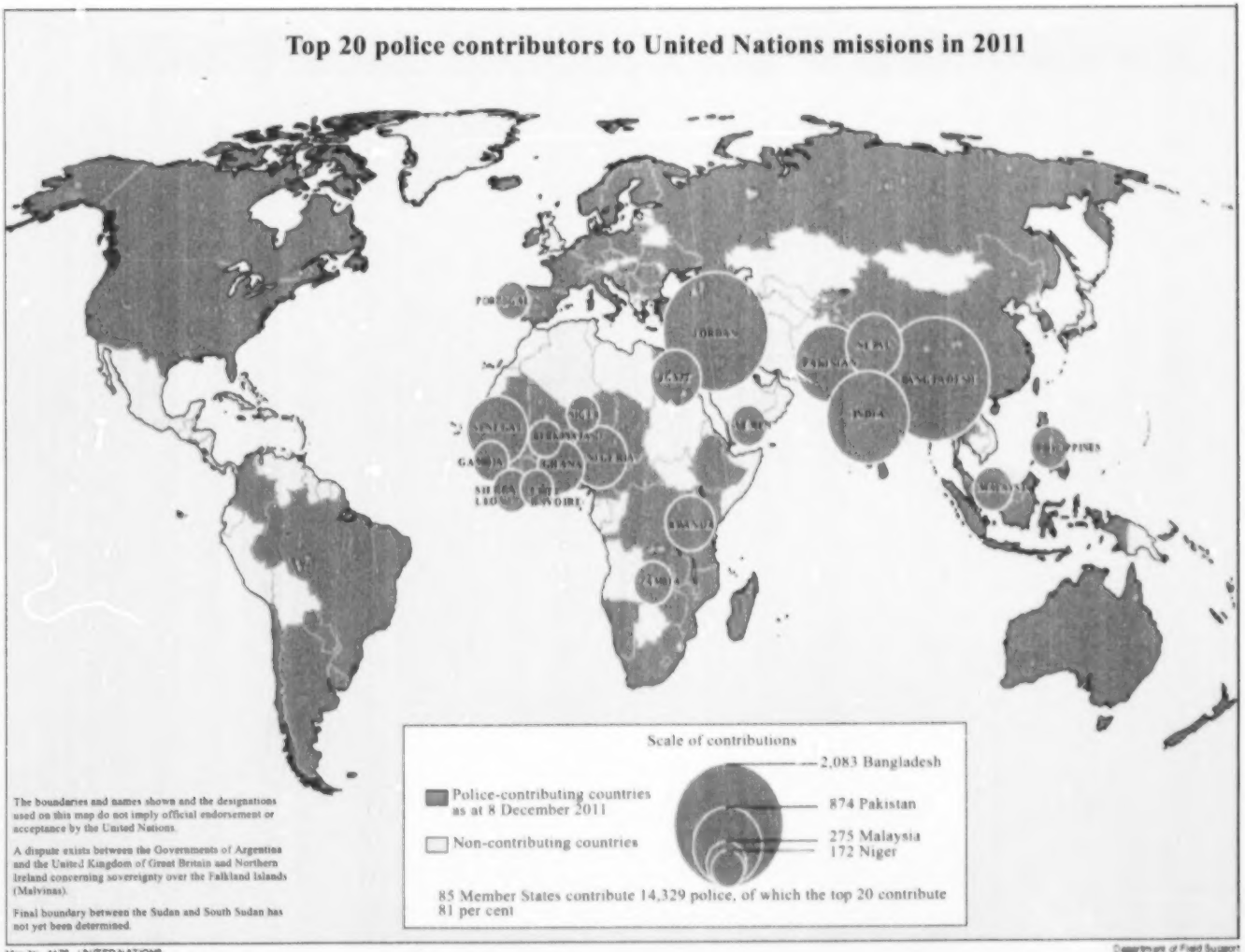
United Nations police presence as at 14 December 2011



		Seconded police officers			*United Nations staff in police components*	
		Authorized	*Deployed*	*Female*	*Authorized*	*Deployed*
BINUCA	United Nations Integrated Peacebuilding Office in the Central African Republic	2	2	-	-	-
BNUB	United Nations Office in Burundi	1	1	-	-	-
MINURSO	United Nations Mission for the Referendum in Western Sahara	6	6	-	-	-
MINUSTAH	United Nations Stabilization Mission in Haiti	3 241	3 582	325	8	7
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo	1 441	1 362	133	6	5
UNAMA	United Nations Assistance Mission in Afghanistan	8	4	1	1	1
UNAMI	United Nations Assistance Mission for Iraq	4	4	-	1	1
UNAMID	African Union-United Nations Hybrid Operation in Darfur	6 432	4 977	589	25	22
UNFICYP	United Nations Peacekeeping Force in Cyprus	69	69	10	1	1
UNIOGBIS	United Nations Integrated Peacebuilding Office in Guinea-Bissau	20	15	1	4	2
UNIPSIL	United Nations Integrated Peacebuilding Office in Sierra Leone	7	6	-	2	2
UNISFA	United Nations Interim Security Force for Abyei	50	-	-	1	-
UNMIK	United Nations Interim Administration Mission in Kosovo	8	7	1	2	2
UNMIL	United Nations Mission in Liberia	1 375	1 283	188	13	6
UNMISS	United Nations Mission in South Sudan	900	446	71	22	5
UNMIT	United Nations Integrated Mission in Timor-Leste	1 608	1 202	91	28	27
UNOAU	United Nations Office to the African Union	-	-	-	2	2
UNOCI	United Nations Operation in Côte d'Ivoire	1 415	1 367	34	6	6
UNPOS	United Nations Political Office for Somalia	-	-	-	3	3
	Joint Incident Prevention and Response Mechanism	-	-	-	2	2
	Total	**16 587**	**14 333**	**1 444**	**127**	**94**

Annex II

Countries contributing police personnel to the United Nations police


Top 20 police contributors to United Nations missions in 2011
Scale of contributions
2,083 Bangladesh
874 Pakistan
275 Malaysia
172 Niger
Police-contributing countries as at 8 December 2011
Non-contributing countries
85 Member States contribute 14,329 police, of which the top 20 contribute 81 per cent
The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the United Nations.
A dispute exists between the Governments of Argentina and the United Kingdom of Great Britain and Northern Ireland concerning sovereignty over the Falkland Islands (Malvinas).
Final boundary between the Sudan and South Sudan has not yet been determined.
Map No. 4478 UNITED NATIONS
December 2011
Department of Field Support
Cartographic Section